

Developing a diverse workforce is Nomura Group's greatest asset and is one of the highest priority issues in continuing to create new added value.

## Fundamental Approach

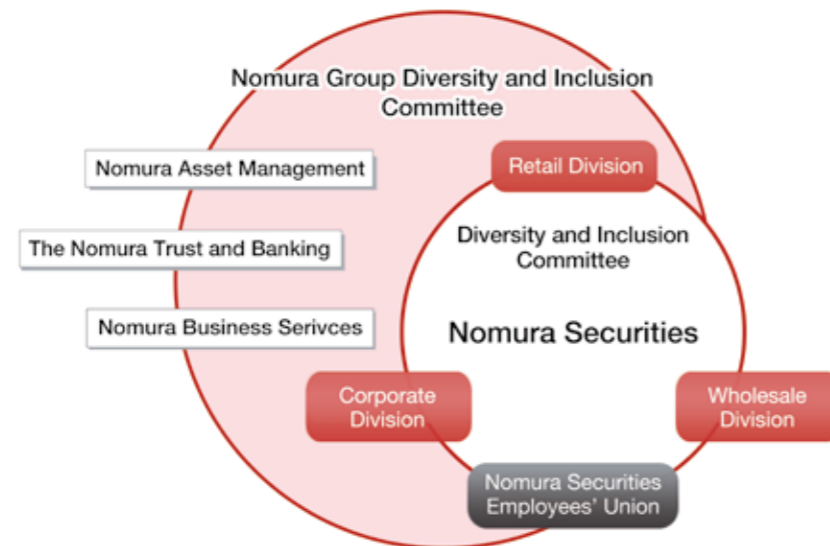
Today, persons of more than 70 nationalities work in the Group and this diverse workforce is the Group's greatest asset. Each and every employee is given an equal opportunity to be active and successful, utilizing her/his capability and personal strengths. The Code of Ethics of Nomura Group forbids discrimination in any way on the basis of nationality, race, ethnic origin, gender, sexual

orientation, gender identity, age, religion, beliefs, social standing, physical impairments, or any other criteria. In addition, the Nomura Holdings Corporate Governance Guidelines formulated in November 2015 promotes establishment of a sound workplace to enable all employees to perform at their full potential and strive to enhance corporate value.

## Diversity and Inclusion at Nomura

Nomura Group employees come from various backgrounds and have different sets of values, but we believe that by showing mutual respect and by working together we will be able to provide high value-added services to fulfill customers' diverse needs. In December 2015, Nomura Holdings and Nomura Securities established the Nomura Group Diversity and Inclusion Department as an organization to promote active participation of diverse employees. In April 2016, the two companies established

Diversity and Inclusion Committees respectively as an organization to hold firm-wide discussions on promoting such active participation. The Nomura Group Diversity and Inclusion Committee will be chaired by the Group COO and members include representatives of each division. Through these measures, we have established a system in which all employees are enabled to demonstrate their individual character and capabilities.



## Supporting Women through Their Career

In May 2015, Nomura Securities set a quantitative target of 550 female managers by 2020 (384 as of June 1, 2016). In March 2016, an action plan was announced to promote the active participation of women in the workplace.

The action plan outlines initiatives to achieve quantitative targets, including support for female employees' career formation and support for balancing their careers with life events, among

other measures to establish an equal employment environment in which women can fully exert their abilities.

Initiatives to support women in improving their careers include a mentoring program for management candidates and a sponsorship program supported by senior management, among other efforts to further aid women's active participation.

## Employee Networks

Nomura has three autonomously operated employee networks that provide a range of events with information related to diversity in the workplace and provide opportunities to share both internally and externally.

- Women's career advancement  
Women in Nomura (WIN)
- Health, childcare and senior care  
Life & Family Network considering work-life management
- Multicultural, disability, LGBT  
Promote understanding of diverse value systems  
Multicultural value



## Employment of People with Disabilities

Nomura Group motivates employees with disabilities by deciding their job tasks (job description) assignments flexibly through ongoing discussions with the workplaces where they will be assigned. By placing them in positions suited to their capabilities, Nomura encourages them to be autonomous in their

work and aim to provide them with a stable work life. At Nomura Securities, each year, the employment rate people with disabilities continues to exceed the legal requirements, and they are contributing actively in a wide range of departments.

### Employee-Friendly Work Environments

- Provide work environments enabling each employee to fully concentrate on work in a physically and mentally healthy condition
- Build healthy labor-management relationships
- Realizing work practices that allow flexibility and diversity

#### Mental Healthcare

To safeguard the mental health of employees, we provide access to psychiatrists and an employee counseling room staffed by a dedicated professional. Since May 2016, we have conducted stress checks to promote employee awareness of their own stress, and aim to prevent mental health issues from arising by creating workplaces that are easy to work in. Furthermore, we are committed to helping employees who have taken leave to recover from mental illness return to the workplace.

#### Relationships with Labor Unions

More than half of the employees of Nomura Securities are members of the Nomura Securities Employees Union, and Nomura Securities has standing labor agreements with the union. To maintain sound and healthy relationships between labor and management, discussions are conducted with the union on a wide range of topics on day-to-day issues, including respect for employee rights and management issues. Through these discussions, management and labor share views, and employees in the workplace have the opportunity to make their views known.

#### Realizing Work Practices that Allow Flexibility and Diversity

Management and labor are monitoring employees' working hours to maintain physical and mental health of employees and enable them to conduct work efficiently. Also, in some departments, Nomura works to optimize total hours worked by giving consideration to the actual conditions in each department and having managerial staff exercise flexibility regarding hours worked, including such measures as adopting a work shift system and encouraging employees to use their allotted vacation days. Moreover, Nomura's flexible work styles provide employees with work security for the long term. In specific terms, Nomura has endeavored to provide improved arrangements that allow employees to take half-day paid vacation time and leave for childbirth and child-rearing, and has enhanced the system for nursing care. In fact, all of the benefits provided by Nomura are above the legal requirement minimum, including leave before and after childbirth, leave for child-rearing, leave for nursing for sick children, subsidies for nurseries, nursing care leave and long-term leave for senior care. Nomura has also started a corporate contract to use nurseries to improve the level of support for those engaged in both child-rearing and work.

### Respecting Human Rights

- Established various mechanisms to prevent discrimination and harassment
- Continue to conduct human rights training
- Bolstered Sexual Harassment/Power Harassment Hotline

The Nomura Group has set up Nomura Group Human Rights Committee to have discussions over various human rights issues and determine human rights initiatives. In addition, we continue to hold human rights training for all Nomura people, including members of the Board of Directors, to create greater

awareness about human rights issues. The Group has established consultation contacts both within and outside the Company and provides similar advisory functions for all harassment issues.

## Our Environment

In 2009, Nomura Group created both its Environmental Statement and Environmental Policy and, with the Environmental Activities Working Group as the core, the Group is proactively working to reduce the environmental impact of its business activities.

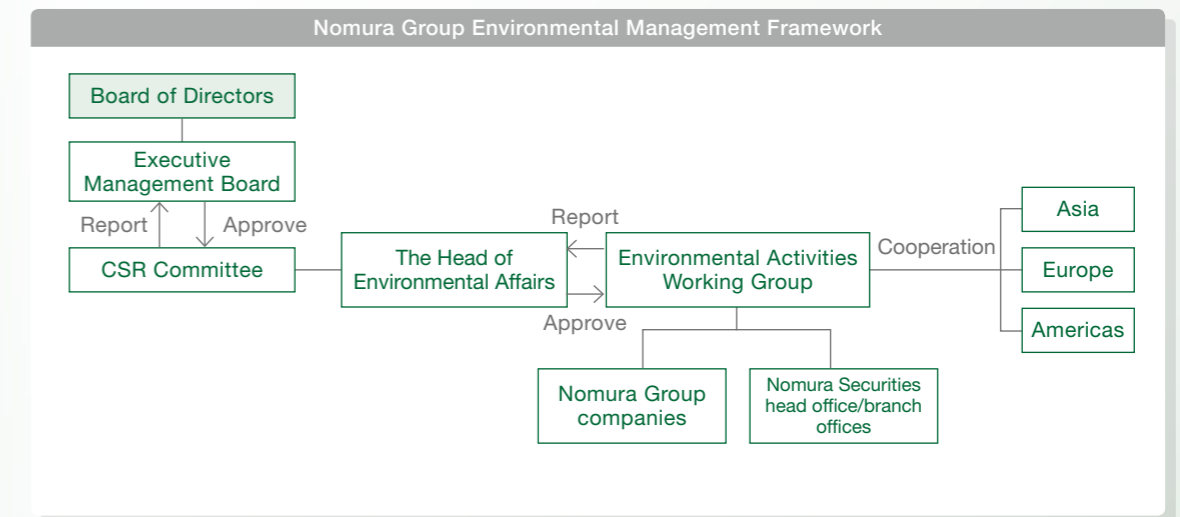
### Fundamental Approach and Environmental Management

The Code of Ethics of Nomura Group states, "Nomura Group is committed to acting in an environmentally responsible manner and should, therefore, approach environmental issues positively."

In Japan, we have established an environmental management system (EMS) and are implementing comprehensive environmental preservation activities to deal with environmental risks and issues. Our Environmental Activities Working Group, which is a Group-wide organization, meets once a month to monitor the progress of environmental preservation

activities. Also, to make sure the plan, do, check, action (PDCA) management approach is functioning, internal environmental audits are conducted periodically.

Our offices around the world are implementing environmental initiatives. For example, our London headquarters building obtained ISO 14001 certification in 2007 following an audit performed by a local accreditation body and has maintained its certification to the present.



### Environmental Targets

We set environmental goals for each year and closely manage the progress of our environmental preservation activities. In Japan, in line with the target to cut electricity consumption per square meter in FY2030/31 by 20% or more from FY2009/10, the Group is working to conserve resources and energy.

To deepen the understanding of environmental issues and conduct related educational programs, we have held an annual environmental training program for all Nomura Group employees since 2009. In FY2015/16, 94% of employees in Japan participated in this program.