



Fundamental approach

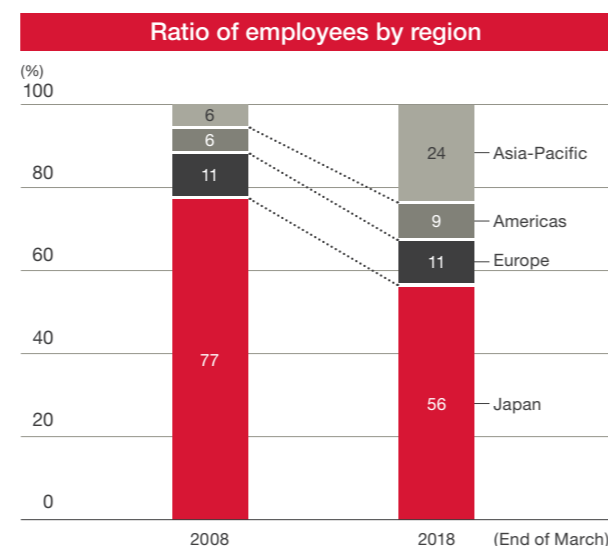
Individuals of more than 90 nationalities are currently employed in Nomura Group. This diverse group of people represents our greatest asset. Nomura Group provides equal opportunities, builds a healthy work environment and, under the Code of Ethics of Nomura Group, forbids discrimination based on nationality, ethnic origin, race, gender, age, religion, beliefs, social standing, gender preference, gender identity, disability or any other attribution, so that each and every employee can be active and successful in utilizing her or his capabilities and personal strengths.

Human Resources Strategy

Human resources framework

Global framework

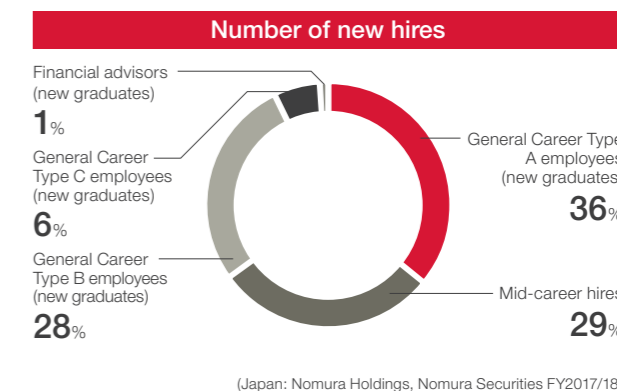
Nomura Group employs a pool of professional personnel around the world who are capable of providing financial services that meet the diverse needs of clients, and whose career paths within the Group and values are unique. Particularly upon taking on employees from Lehman Brothers in 2008, we adopted a globally integrated approach to human resource management. We strive to manage our personnel in a flexible and suitable manner so that each and every one of our employees can thrive as they contribute their skills to the workplace.



Recruitment and hiring

Recognizing that people are our greatest asset, since our founding we have placed particular emphasis on recruitment. In our constant efforts to secure the most talented people, we continue to follow a policy of recruiting people regardless of nationality, gender, and other attributes. In FY2015/16 we introduced a “career support system” for new graduate hires in Japan, and we have broadened contact points with students by expanding our internship program and other measures. Overseas, we have also begun hiring new graduates by introducing an internship program. In recent years, we have also been actively hiring mid-career professionals capable of contributing immediately, and about 1,000 people in Japan and 1,500 people overseas each year have been joining Nomura through this route. In addition, we have been rehiring employees who previously left Nomura, with the expectation they will hit the ground running. A system of job classification based on the core work responsibilities of Nomura consists of General Career Type A employees, Type B and Type C. General Career Type A employees and Type B differ only in that the latter are not subject to relocation. The aim with both is for employees to develop careers as generalists based on a broad range of experience.

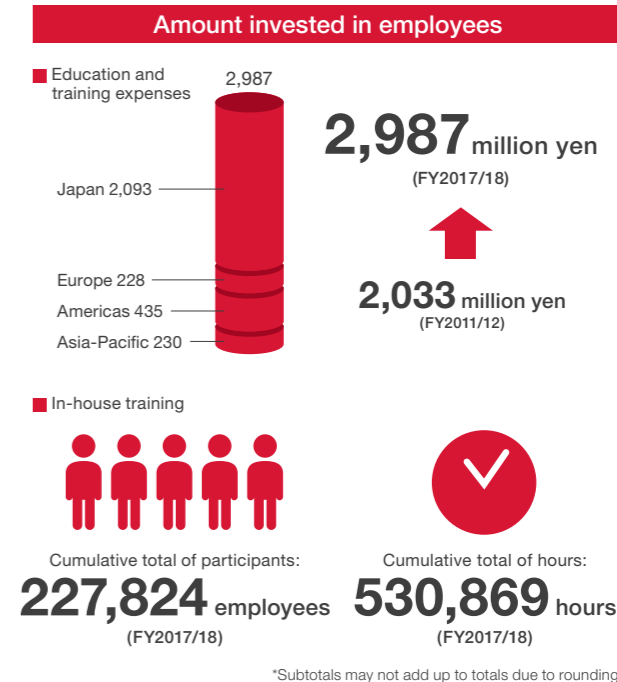
General Career Type C employees are specialists who pursue advanced expertise as required in their particular business area. We have also adopted a personnel management approach that ensures that people are placed in positions they are best suited for and that each employee can display their capabilities to the fullest. An example of this is our system under which employees can transfer from General Career Type A to Type B employees, Type A employees can switch to Type C employees, and Type C employees and employees located in overseas offices can apply for other positions using an internal job posting program.



Personnel development

In developing and growing our business globally, we believe that improving our personnel system is important in order to ensure that personnel with diverse career backgrounds and values can demonstrate their talents. Accordingly, we provide diverse education and training programs to help employees at all levels develop their careers. In Nomura Securities, each division appoints instructors to serve for one year to guide and train new hires and help them develop into talented and independent-minded employees. In the Retail Division, a (management-level) employee is appointed as a mentor to work with the instructor in nurturing sales staff. In order to make personnel development more visible on a global basis, Nomura has established and utilizes a framework that compiles the necessary actions and skills to improve performance and achieve targets to clearly indicate the skills to be developed by employees and their evaluators through dialogues. With regard to Type C employees, who are highly skilled in a specific area, we have put in place a system that allows employees hired in Japan and those hired overseas to take courses with identical content. In addition to training programs for new hires, our core programs in Japan include group training programs based on years of service and job position, elective group training programs tailored to staff in the Wholesale and Corporate divisions, and on-the-job training. To support self-driven skills development, we have also established a self-study support system that includes a wide range of

external training and correspondence courses helpful in enhancing business and management skills, including language courses. Furthermore, in order to develop personnel capable of playing an active role globally, we have established study-abroad programs and overseas training programs that employees themselves determine where they go and what topics they study.



Proper evaluation and compensation

To properly evaluate performance and further the development of personnel, the Group adopts an integrated personnel evaluation process and all employees in principle participate in this process. Employees set their goals at the beginning of each year, and these goals are aligned with the Group's strategy as well as competency and behavioral requirements. Employees then meet with their supervisors in the middle and at the end of the year to have frank discussions regarding goal attainment. This approach enables the Group to evaluate its personnel fairly and identify development opportunities suited to their capabilities and competencies. For personnel chosen from among those in managerial-level positions, depending on the business unit the Group also provides 360-degree evaluation based on feedback from their supervisors, fellow employees, and persons under their supervision. Every employee is provided, in principle once a year, with an opportunity to be interviewed by the Human Resources Department and directly communicate their thoughts about their career. The Group has established its Compensation Policy for Group management and employees. This policy aims to promote the sustainable growth of the Group and continue increasing its global competitiveness and shareholder value over the long term. It also has the objective of contributing to the value-added the Group can offer its customers and realizing continued improvement in the Group's evaluation among its clients through securing, retaining, motivating, and nurturing outstanding employees.

 **Nomura Group's Basic Compensation Policy**
<https://www.nomuraholdings.com/csr/employee/capability.html>



Work Style Innovation

Promoting Work Style Reform and Health & Productivity Management

In July 2016, Nomura Group adopted the NOMURA Health & Productivity Declaration Statement as part of the Group's efforts led by the Group Chief Health Officer (CHO) to maintain and improve the health of employees. In addition, Nomura has launched the "Nomura Work Style Innovation" initiative, which comprises "Work Style Reform" and "Health & Productivity Management," and has been developing an environment since 2017 that enables diverse employees to demonstrate their talents and play active roles. Under this policy, Nomura has introduced a work-from-home system and a system that enables leave to be taken flexibly on an hourly basis, established new leaves for medical check-ups and follow-up examinations, and enhanced the self-improvement support system. Nomura has further promoted these initiatives by establishing a new internal website for posting information, distributing letters to all employees from the Vice Chairman of Nomura Holdings, Inc. who serves as CHO, and appointing people in charge of promoting initiatives in each division.

Diversity and Inclusion

Nomura Group believes that by having employees with diverse backgrounds and values respect one another and work together, the organization is better able to provide high value-added services and satisfy a wide variety of customer needs. We have established the Nomura Group Diversity and Inclusion Committee, chaired by the Vice Chairman of Nomura Holdings, Inc.. The committee is made up of division representatives who regularly discuss the promotion of diversity and inclusion. Nomura adopted the "Declaration on Diversity & Inclusion" in 2016 based on the strong desire to form a working environment that utilizes diverse human resources throughout the entire Group, as well as the "NOMURA's Declaration to Support Employees Balance Work and Family Care" in 2017 to create a workplace where employees who have to take care of a family member are able to continue working. Based on this policy, Nomura provides information to raise employee awareness and offers services to support balance the work and family care. Nomura has three autonomously and globally run employee networks* to provide a range of information and hold events related to diversity in the workplace. These networks also provide opportunities for interaction both internally and externally.

* "Women in Nomura (WIN)," which focuses on women's career advancement
 "Life & Family Network (L&F)," which is concerned with work-life management
 "Multi-Culture Value (MCV)," which promotes understanding of diverse value systems and multicultural values including LGBT+ and the disabled

Supporting women's careers

Nomura Securities has set a quantitative target of 550 female managers by 2020. In March 2016, an action plan was announced to help women thrive in the company. The action plan outlines initiatives to achieve quantitative targets, including support for female employees' career-building and support for balancing their careers with life events, among other measures to establish an employment environment in which female employees can thrive. Nomura promotes initiatives to support women in improving their careers. These initiatives include a mentoring program for managers, a sponsorship program in which executive officers support management candidates, training programs for career design for management candidates, and social events with senior employees who become role models for young employees. Moreover, we provide training on diversity management, including promoting women's participation in the workplace, to managers (including men), as we are striving to foster a climate where female employees can play a more active role. In EMEA, Nomura is working on a range of initiatives to improve the gender balance. We issued a gender pay gap report in the U.K., and became a signatory of the "Women in Finance Charter" spearheaded by the U.K. government, whereby we set a target to increase our senior women by 50% by 2021. In June 2016, Nomura Trust and Banking received the highest certification (three stars) (ERUBOSHI certification) of the Minister of Health, Labour and Welfare under the Act on Promotion of Women's Participation and Advancement in the Workplace.

LGBT inclusion

At Nomura Securities, we have implemented measures to support lesbian, gay, bisexual and transgender (LGBT) and other sexual-minority employees through training for all employees, activities to increase the number of allies, and by introducing a partnership system. In recognition of these efforts, we were given the highest Gold grade in the Pride Index, Japan's first evaluation of the LGBT-friendliness of work environments run by Work with Pride, a private group, for two consecutive years in 2016 and 2017.

 **Our People**
<https://www.nomuraholdings.com/csr/employee/index.html>

External evaluations



Jun. 2007 ~	Kurumin (Nomura Securities)
Dec. 2015 ~	Certification of Osaka City "Female employees leading company" (Nomura Securities)
Jun. 2016	ERUBOSHI (Nomura Trust and Banking)
Oct. 2016 ~	Tomonin (Nomura Securities)
Oct. 2016 ~	Pride Index, Gold grade (Nomura Securities)
May. 2017	AllAboutCareers School Leaver Awards (Nomura International plc)
Dec. 2017	TechWomen 50 (Nomura International plc)