

Human Resources Strategy

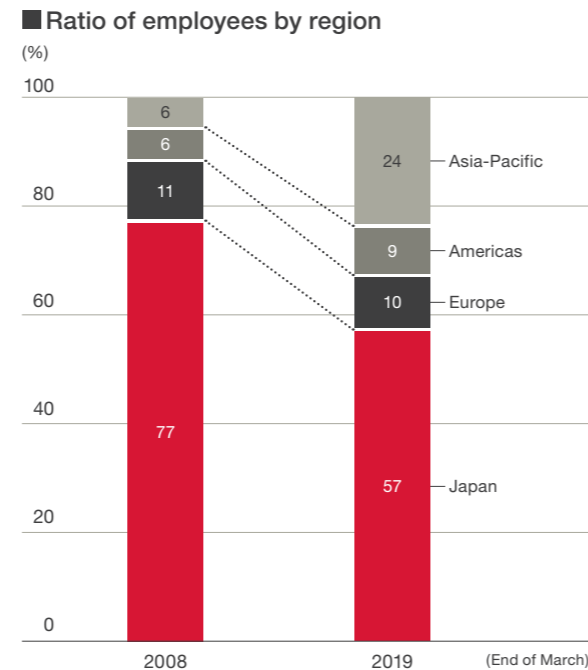


Fundamental approach

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 attribute, so that each and every employee can be active and successful in utilizing her or his capabilities and personal strengths.

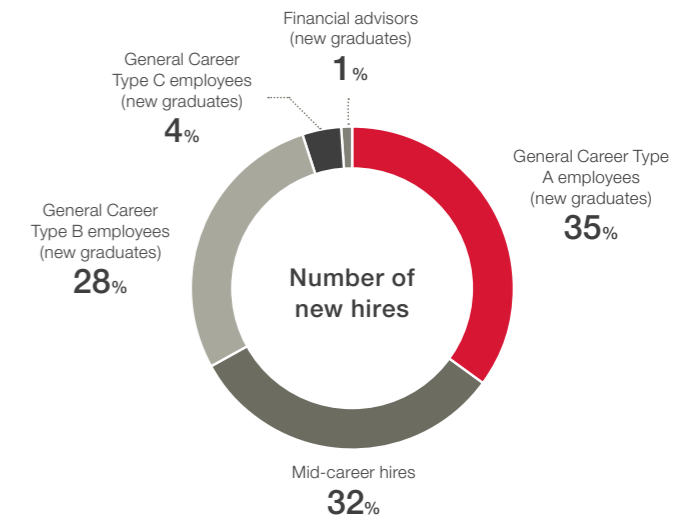
Global human resources framework

Nomura Group takes an integrated approach to human resources management by employing professional personnel around the world who are capable of providing financial services that meet the diverse needs of clients. Having a pool of employees with a wide variety of career paths and values within the Group, we seek to manage our personnel in a flexible and appropriate manner so that each and every one of our employees can thrive as they collaborate with each other and contribute their skills to the workplace.



Recruitment and hiring of talented people

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. 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. Moreover, Nomura Passport, a new HR program for students enrolled in doctoral programs in science and engineering courses, was introduced in 2018 with the aim of securing personnel with high levels of expertise. By making sure to place these diverse people in positions they are best suited for, we take a personnel management approach that allows each employee to display their capabilities to the fullest.



(Japan: Nomura Holdings, Nomura Securities FY2018/19)

Introduction of new personnel system

Nomura Securities has decided to introduce a new personnel system in April 2020. In an operating environment marked by great change, such as diversified work styles and digital innovation, we aim to be a company that will continue to be selected by competent and motivated people. As described below, the new personnel system scheduled to be introduced will contribute to expanding opportunities for talented and capable employees to leverage their skills and abilities regardless of their age or the number of years with the Group, supporting each person's professional career path according to their aptitude.

Outline of new personnel system

- All General Career Types A, B and C employees will be newly classified (new General Career Types).
- Bonuses and remuneration will be based on a system that will more appropriately reflect each person's job responsibilities and performance, regardless of their age or the number of years with the Group.
- The core of the retirement allowance scheme will be changed from the defined benefits pension plan (DB) to the defined contribution pension plan (DC).

Proper evaluation and compensation

To properly evaluate performance and further the development of personnel, the Group adopts an integrated personnel evaluation system. Employees set their goals at the beginning of each fiscal year, and these goals are aligned with the Group's strategies as well as competency and behavioral requirements. Employees then meet with their supervisors in the middle and at the end of the fiscal 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 certain personnel in managerial-level positions, depending on the business unit the Group also undertakes a 360-degree evaluation.

Every employee is provided, in principle once a year, with the 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 executive officers and employees in order to secure, retain, motivate and nurture outstanding personnel.

Compensation Policy of Nomura Group
<https://www.nomuraholdings.com/csr/employee/capability.html>

Personnel development

To ensure that people with diverse career backgrounds and values can demonstrate their talents, the Group believes that, in addition to human resources development, developing and enhancing a structure for organizational development is important for fostering a vibrant and unified corporate culture. Accordingly, we provide diverse education and training programs to help employees at all levels proactively 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 independent-minded employees. In the Retail Division, a coach (managerial-level employee) is appointed as a mentor to work with the instructor in nurturing sales staff (partners). Moreover, in April 2019, Nomura Development Curriculum was introduced for partners to acquire within a prescribed period of time the skills and knowledge essential for providing services to clients. To make each employee's development more visible, Nomura has established and utilizes a framework that brings together 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 dialogue. In addition to training programs for new hires, our core personnel development programs in Japan include group training programs based on years of service and job position or according to title 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 and voluntary group training on weekends at our own training facilities. Meanwhile, to develop personnel capable of playing an active role globally, we have established study-abroad programs and overseas training programs in which employees themselves determine where they go and what topics they study.

Communication with Employees

Nomura organizes various forums for direct dialogue between management and employees around the world. Town hall meetings and social gatherings are held regularly in each region to provide opportunities for senior management to share the company's vision, strategy, and philosophy, and for employees to engage in active exchange with senior management with the aim to deepen mutual understanding. As part of our continued efforts to understand how our employees feel about Nomura, we periodically conduct surveys of all Group employees to monitor the status of communication within the organization and their level of satisfaction. We also assess employee engagement through regular surveys, and use the results to enhance ongoing initiatives to help our employees achieve a good balance between work and home and family responsibilities.



Promoting Work Style Innovation 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. In this regard, we have developed and internally and publicly announced an action plan with quantitative targets. Nomura has further promoted these initiatives by posting messages from senior management and positive examples on the internal website and appointing people in charge of advancing 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. Nomura Holdings and Nomura Securities have each established the Nomura Group Diversity and Inclusion Committee, chaired by the Deputy President and Group Co-COO and by the Representative Director, Deputy President respectively. The committee comprises 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, and adopted "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 for balancing 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.

among other measures to establish an employment environment in which female employees can thrive. These initiatives include a mentoring program for managers, a sponsorship program in which executive officers support management candidates, career design training programs for management candidates, and social events with senior employees who can 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.

LGBT

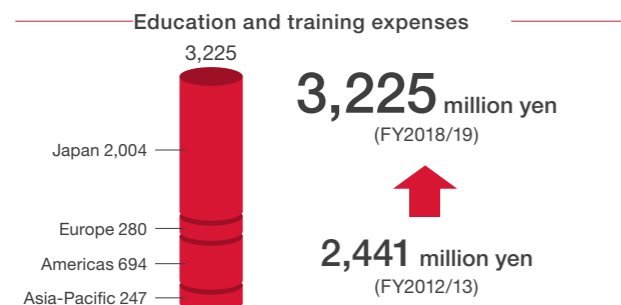
At Nomura Securities, we have implemented measures to support lesbian, gay, bisexual and transgender (LGBT) and other sexual-minority employees through training for all employees, activities to increase the number of allies, and by introducing a partnership system. In recognition of these efforts, we 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 three consecutive years from 2016 to 2018. Moreover, in May 2019, Nomura signed the United Nations Standards of Conduct for Business for tackling discrimination against lesbian, gay, bisexual, transgender and intersex (LGBTI) people. Nomura is the first firm in the financial services industry in Japan to pledge support for the standards of conduct.

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

Supporting women's careers

Nomura Securities has set a quantitative target of 550 female managers by 2020 and has announced an action plan to help women thrive in the company. Nomura has also pursued initiatives to achieve quantitative targets, including support for female employees' career-building and support for balancing their careers with life events,

Amount invested in employees



In-house training



*Subtotals may not add up to totals due to rounding.

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)
Feb. 2019	Nomura was named as one of the Organizations Recognized under the 2019 Certified Health & Productivity Management Outstanding Organizations Recognition Program (White 500) (Nomura Holdings, Inc. / Nomura Asset Management)
Mar. 2019	Semi-Nadeshiko Brand (Nomura Holdings, Inc.)
May 2019	Kurumin (Nomura Asset Management)

*"Women in Nomura (WIN)" to promote women's careers, "Life & Family (L & F)" to promote work-life management, and "Multi-culture value (MCV)" to promote multi-cultural, LGBT, and persons with disabilities