Human Resources Strategy

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.

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 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.

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.

Outline of new personnel system

All General Career Types A, B and C employees will be newly classified (new General Career Types).

1. 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.

2. The core of the retirement allowance scheme will be changed from the defined benefits pension plan (DB) to the defined contribution pension plan (DC).

3. Financial advisors (new graduates) 1% General Career Type A employees (new graduates) 28% General Career Type B employees (new graduates) 35% General Career Type C employees (new graduates) 4%

Number of new hires

Mid-career hires 32%

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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 among other measures to establish an employment environment in which female employees can thrive.

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 customers 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 and 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.

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, such as promoting women’s careers internally and externally.

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