Human Resources Strategy

Human resources are the source of Nomura Group’s sustainable growth. 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 Nomura Group Code of Conduct, forbids discrimination based on nationality, ethnic origin, gender, gender identity, gender preference, beliefs, social standing, 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.

In order to realize our Group’s management vision, it is essential to raise productivity while providing employees with a sense of satisfaction. To this end, we are implementing a variety of initiatives, including creating lively working environments, providing support through human resources development, and promoting diversity and inclusion.

Diversity and Inclusion Promotion Framework

In 2021, based on the new promotional structure, the Diversity and Inclusion Working Group was established under the Sustainability Committee\(^1\). This working group comprises Executive Officers and other members, and discusses Group-wide strategies to promote diversity and inclusion.

In addition, at Nomura Group, voluntary employee networks are promoting diversity issues at offices around the world. We are working on these issues from both top-down and bottom-up approaches, providing information on our diversity and inclusion activities as well as messages from top management through the internal web site.

Diversity and Inclusion Promotion

Promotion of Women’s Participation and Advancement

Nomura Group aims to create an environment in which women can play active roles. Nomura Securities has four principles for realizing the Action Plan for the Promotion of Women’s Participation and Advancement: (1) Improving engagement among women employees; (2) Supporting women employees in developing their leadership skills; (3) Enhancing managers’ diversity management skills; and (4) Creating an environment that encourages flexible work styles. Under these principles, we are implementing various programs. Three of our five women Senior Managing Directors are participants in the programs for senior managers.

Various types of diversity

In addition, in order to create a comfortable work environment for employees who have time constraints due to childcare and/or family nursing care, the firm provides information on support for work-life balance and encourages men to take childcare leave, among other initiatives.

Digitalization is positioned as one of the cornerstones of corporate transformation and in recent years we have been focusing on the development and recruitment of digital human resources.

The health of employees is essential to creating a lively working environment. 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. Starting in FY2020/21, in order to work toward our Group’s management vision of “Achieve sustainable growth by helping resolve social issues,” we are communicating to all Group employees our goal that “All people who work at Nomura will not simply be healthy, but also physically, mentally and socially sound (overall well-being).”

Nomura’s Health & Productivity Management goals

In the PRIDE Index, an indicator of workplace LGBT initiatives, we have been awarded the highest rank of “Gold” for five consecutive years since 2016.

In addition, Nomura Securities is working to increase the number of LGBT supporters (allies) and to support employees with disabilities and those undergoing cancer treatment to balance their work and treatment.

Nomura Health & Productivity Declaration Statement

Our employees are Nomura’s greatest asset. In order for each of them to fully utilize their capabilities and personalities, it is important to be healthy, both physically and mentally. Based on this corporate vision, Nomura group proactively pursues employees’ health and wellbeing from a management perspective.

Table: Focus 1 Diversity and Inclusion

<table>
<thead>
<tr>
<th>Position</th>
<th>Women employees</th>
<th>All employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior management positions</td>
<td>Coaching training</td>
<td>Training for new Branch Managers/ Department Heads</td>
</tr>
<tr>
<td>Managerial positions</td>
<td>Leadership training</td>
<td>Training for new managers</td>
</tr>
<tr>
<td>General employees</td>
<td>Mentoring, leadership training</td>
<td>Introductory training for new graduates and mid-career hires</td>
</tr>
</tbody>
</table>

Note: *1 Please refer to the Sustainability Promotion Structure Chart on P28
*2 In Japan, there are three networks: Women in Nomura (WIN), which works to raise awareness about career advancement for women; Life & Family (L&F), which focuses on work-life management; and Multi-Culture Value (MCV), which promotes the understanding of diverse values such as multiculturalism, LGBT, and people with disabilities.
*3 Refers to sexual minorities: lesbian, gay, bisexual, transgender, and intersex.

Table: Focus 2 Digitalization

<table>
<thead>
<tr>
<th>Senior Managing Directors (SMDs)</th>
<th>Position</th>
<th>2016</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors*</td>
<td>9%</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Managers</td>
<td>8%</td>
<td>12%</td>
<td></td>
</tr>
</tbody>
</table>

Note: *1 Please refer to the Sustainability Promotion Structure Chart on P28
*2 In Japan, there are three networks: Women in Nomura (WIN), which works to raise awareness about career advancement for women; Life & Family (L&F), which focuses on work-life management; and Multi-Culture Value (MCV), which promotes the understanding of diverse values such as multiculturalism, LGBT, and people with disabilities.
*3 Refers to sexual minorities: lesbian, gay, bisexual, transgender, and intersex.
Employee Satisfaction

Nomura organizes various forums for direct dialogue between management and employees around the world. Town hall meetings and employee gatherings are held regularly in each region to provide opportunities for senior management to share the firm’s vision, strategy, and philosophy, and for employees to engage in active dialogue with senior management with the aim of deepening mutual understanding.

We periodically conduct the "Nomura Group Employee Survey" within the entire Group to monitor the status of communication within the organization and the level of employee satisfaction, and aim to maintain and increase the level of each. In the FY2020/21 survey, roughly 90% of employees responded positively to the question, "I am proud to work for the firm."

We will also continue to measure awareness of the "Nomura Group Code of Conduct" and further enhance dialogue.

Recruiting and hiring talented people

At Nomura Group, our people are our greatest asset and we place priority on hiring exceptional talent. We focus on the capabilities of each individual candidate without regard to nationality, race, gender or other such attribute, and our hiring decisions reflect the diversity of the financial services business. We provide candidates with a sound understanding of our businesses and what to expect when working with us, including through online information disclosure. We value the current abilities as well as the potential of each candidate, and by placing the right people in the right roles, we ensure that each individual can maximize their potential and thrive at Nomura. In the recruitment and selection process, we introduced recorded interviews and analyzed the recorded data using AI. As the selection process goes online, we are working to raise the level and efficiency of our hiring activities.

For soon-to-be graduates, our internship programs offer students an opportunity to experience various areas of our business from Retail to Wholesale, and deepen their knowledge of the financial services business through main group work-centered activities. In addition to learning about the financial services business, students learn about the roles and purpose of the securities industry. This helps students grow and gives them the opportunity to think about their future careers.

In recent years, we have also strengthened our hiring of mid-career professionals capable of contributing to the firm immediately, and we actively hire throughout the year in each division. Each year, we welcome approximately 1,000 people in Japan and 1,500 people overseas to our international offices. We are also working hard to reemploy employees who have left due to childcare or other reasons, in order to meet the diversifying needs with respect to work styles.

Proper evaluation and compensation

To properly evaluate performance and further develop personnel, the Group adopts an integrated personnel evaluation system. From FY2020/21, we have further incorporated compliance and conduct into evaluations. Depending on the division, the Group also undertakes a 360-degree evaluation for certain personnel in managerial-level positions. 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.