

# Human Resources Strategy

## Nomura Group's human resources management strategy

Human resources are the source of Nomura Group's efforts to achieve sustainable growth through solving social issues. Since its founding, we have emphasized that its greatest asset is the acquisition, development and promotion of talented people.

Nomura Group places great importance on the skills that enable employees to make proposals that exceed clients' expectations, the speed with which Nomura can move ahead of changes in the market environment, and the spirit that allows Nomura to be the first to take on new challenges eyeing the future (the Three "S"). To this end, our group has developed an evaluation system that maximizes employee performance by respecting the diversity of its employees, providing attractive growth opportunities, and proposing ways of working that increase employee productivity.

Relationship between Nomura Group's Mission  
and Values and the Three "S"



## Diverse human resources portfolio

Individuals of more than 90 nationalities are currently employed in Nomura Group. One-third of Nomura Holdings, Inc.'s directors and approximately 20% of Nomura Group's Senior Managing Directors (SMD) are from overseas. In addition, the majority of Managing Directors (MD) who lead business and operations in each division and region are from overseas, reflecting diverse opinions and perspectives in management.

In FY2021/22, we hired about 300 new graduates in Japan and more than 200 overseas, and we are engaged in medium- to long-term human resource development on a global scale.

Nomura Group has also strengthened its course-based hiring system for new graduates in Japan, which specifies the duties of the department to which they are assigned when they join the company, and encourages each employee to develop his or her own career.

In addition, in order to respond to changes in the business environment and take on new

business with a speed, we also emphasize the recruitment of professionals (mid-career) with advanced knowledge and experience in specialized fields. In FY2021/22, at Nomura Securities in Japan, the number of employees who joined the firm as experienced hires recruits exceeded that of new graduates. In Nomura Group, such experienced hires are also active, and in recent years, the percentage of newly-appointed executive officers who joined the firm as experienced hires has increased.

With  
approximately  
over **90**  
nationalities

**30+**  
countries and  
regions

## Improve employee engagement

We believe that in order for employees to perform to their full capabilities, it is essential to increase their trust in the Group and their sense of participation in management by understanding how they feel and what they view as issues to be addressed, in addition to providing appropriate feedback.

Nomura Group holds regular town hall meetings and other opportunities for dialogue in each region, at which senior management shares the Group's corporate philosophy and strategies, and provides opportunities for employees to discuss issues and deepen mutual understanding with members of senior management.

In addition, we conduct the "Nomura Group employee survey" throughout 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 FY2021/22 survey, roughly 90% of employees responded positively to the question, "I am proud to work for the firm."

The results of the survey are fed back to employees along with messages from senior management. Teams are formed in each division, and the employees themselves consider their own efforts to address issues that have come to light, and work to solve those issues.

### Examples of initiatives: promoting internal exchange and mutual understanding

- Cross-border small round table
- Management and employee dialogue event
- Global town hall
- Networking event "Senior Women Employee round table discussion"





### Personnel development and growth opportunities

Nomura Group is strengthening knowledge management on a Group-wide basis so that employees can acquire skills that enable them to provide proposals that exceed clients' expectations and realize their own development.

In the Wholesale Division, employees hired around the world are grouped into ranks and provided knowledge training through a common global program to develop human resources across the group.

In response to changes in the environment, such as the impact of the COVID-19 pandemic and the development of communications infrastructure, we also moved ahead with online training. New initiatives unique to online training, such as workshop training and interactive program management with instructors via chat, are being implemented to maximize the number of participants and training effects beyond distance and time constraints.

Furthermore, in terms of acquiring qualifications and achieving self-development, we provide content consisting of a large number of e-learning and correspondence courses, and support employees' voluntary efforts to develop their skills using a

system that subsidizes related costs. A total of 33,000 employees have participated in the Nomura Business Academy (NBA), a self-development platform provided in Japan since 2011.

From a long-term perspective, Nomura Group has long engaged in programs to develop human resources who will be responsible for future management. In Japan, we have sent more than 600 employees to overseas business and law schools over the past 60 years. In FY2021/22, we began dispatching employees in Japan to venture companies to enhance their business development and innovation skills.

Nomura Group also works to develop successors by dispatching and selecting senior employees, primarily MDs, from Japan and overseas to programs for executives run by the Nomura School of Advanced Management, overseas graduate schools of management, and other external educational institutions, as well as to the Nomura Keiei-juku (Senior Management Development Program). In addition, SMDs, who are key management members, are encouraged to participate in the management task force to resolve long-term management issues.

### Integrated evaluation process and compensation system

Nomura Group has established "New Challenges for the Future" and "Professional ethics, risk management, compliance and conduits" as common global issues for all employees around the world, and the results are evaluated every year. In addition, we have established global competencies that serve as indicators for each corporate title, and ensure fairness by establishing a system that links the degree of achievement of these competencies with the level of evaluation. This encourages each and every employee to make changes in order to realize their future vision. At the same time, it encourages employees to think and act in accordance with the Nomura Group Code of Conduct and to foster psychological safety and a sound risk culture in the organization.

Nomura Group conducts comprehensive personnel evaluations based on a common global evaluation system in order to properly evaluate performance and develop human resources. In some divisions, we conduct 360-degree evaluations, in which not only superiors but also colleagues and subordinates become evaluators. This system promotes personal growth through multifaceted evaluations and feedback.

In the compensation system, based on Nomura Group's Basic Compensation Policy established by the Compensation Committee, the Company has established a group-wide compensation governance system and introduced stock compensation and other forms of compensation, managed in accordance with global standards and policies as medium- to long-term incentives.

### Nomura Ways of Working

The global spread of COVID-19 has led to the rapid expansion of remote working and video conferencing, leading to significant changes in the way people work and live, and increased awareness of well-being. In light of these changes, Nomura Group launched a global project called Nomura Ways of Working.

This project takes a cross-regional approach with four axes (culture, people, workplaces, technology), and aims to create an environment in which employees can maximize their performance unbounded by time or location constraints. As

part of this project, we are working to secure opportunities for communication and collaboration, work-life balance balance, and Health & Productivity Management.

In terms of development, we introduced Digital IQ, an e-learning program designed to raise the level of digital knowledge and skills and develop specialized skills for all group employees around the world in FY2021/22. Through Digital IQ, Nomura Ways of Working encourages the use of technology in new ways of working and collaboration.



In-house training



Cumulative total of participants

**289,467**employees  
(FY2021/22)

Cumulative total of hours

**259,921**hours  
(FY2021/22)

