

# People Strategy

We have declared our Group Purpose as “We aspire to create a better world by harnessing the power of financial markets”. In order to further embed our Group Purpose and to maximize our corporate value, we seek to improve our return on equity (ROE) through investing strategically for growth. We believe it is essential to enhance the competitive strength of our employees (human capital) in order to enhance productivity, build value for our clients and shareholders, and enrich our risk management culture by realizing the potential of our dedicated and professional workforce. Nomura aims to enhance employee engagement by evolving its people strategy from a long-term perspective. Nomura seeks to differentiate intellectual capital\* that our human capital delivers as a team and further enhance the added value provided by the Nomura Group.

\*Our intellectual capital refers to the intangibles that are the source of our competitiveness, including organizational capabilities, know-how, customer networks, and branding.

Our human resources management strategy is based on the values of “Entrepreneurial Leadership,” “Teamwork,” and “Integrity” as defined in our corporate philosophy, and these core values set us apart from our competitors in our recruitment, talent development, performance appraisal, and mobility and advancement strategies, as well as our dedication to promoting “Diversity, Equity & Inclusion” (DEI), “Employees’ Ways of Working,” and “Wellbeing.” This strategy forms the core of our recruitment, talent development and retention initiatives.



## ● Major Certifications of Nomura Group



For more information on Nomura Group's people strategy, please refer to the Nomura Group Sustainability Report 2024.  
<https://www.nomuraholdings.com/investor/library/ar/sustainability/2024/pdf/all.pdf>

## Recruitment

We seek to recruit individuals who share our values of “Entrepreneurial Leadership,” “Teamwork,” and “Integrity,” and are aligned with our strong risk management culture. In order to attract and develop such individuals who also can demonstrate high levels of expertise, we recruit individuals in all roles and at all career levels in all regions including Japan, through both new graduate programs and mid-career hiring. We focus our career recruitment on hiring professional talent with advanced knowledge and experience in their specialized fields. In recent years, more than approx. 70% of Nomura Group’s hires have been mid-

career hires. From January 2023, we have established alumni networks and recruitment strategies in order to stay connected and regularly re-engage with our pool of alumni who remain active in the industry and communities. As of

March 31, 2024, the number of registrants on the network site has reached approximately 250 people, an increase of approximately 90 people compared to the previous year, as we solidify the foundation of the network steadily.

### Mid-Career Hiring Ratio (Global)

FY2020/21

69%

FY2021/22

81%

FY2022/23

83%

FY2023/24

73%

## Talent Development

Nomura Group is strengthening measures to develop professional talent and leadership talent under the following Basic Policy of Talent Development

### » Basic Policy of Talent Development

In order to further embed our Group Purpose, “We aspire to create a better world by harnessing the power of financial markets”, we aim for Nomura Group people to differentiate themselves by being a professional group that continually takes on challenges to create new added value.

When it comes to development of professional talent and leadership talent, after reorganizing the hierarchical training for new employees and managerial staff, we are working to enhance department-led, department-specific training that enhances specialization by department and self-development programs to promote independent career development.

Since the launch of the self-development program, approximately 3,000 employees have learned digital IQ skills as part of the program. Additionally, we are implementing various selective training programs that promote step-by-step learning with a particular focus on insight, determination and leadership. As a selective training program, we offer opportunities to acquire new perspectives and viewpoints that go beyond ordinary work.

These include self-applied and selective overseas study programs that we have sent employees on for more than 60 years, cross-border learning experiences such as training through secondments to venture companies, and leadership development programs offered by domestic and overseas external organizations such as the Nomura Keiei-Juku and the Nomura Management School, which are flagship programs for leadership candidates.

### Digital IQ University



A self-development programs that started in 2023, approximately 3,000 employees have learned digital skills

### Nomura Business Academy



A self-development platform for employees in Japan. This platform helps employees acquire language, financial accounting, and business skills

### M&A University



A platform to help employees in the Investment Banking business gain expertise in providing advisory services

## Performance Appraisal

In all regions including Japan, and across all departments and roles, we define the expected actions (competencies) and are making further efforts to enhance our performance-based compensation system, through ensuring the fairness of performance appraisal and benchmarking employee productivity against external market data. Since April 2020, we have introduced a system where all managers in Japan are paid by job type. Global evaluation criteria include “Challenging for the Future” and “Professional Ethics, Risk Management, Compliance, and Conduct.”

We have also introduced 360-degree feedback globally,

and by fostering dialogue between the employee and the evaluators regarding the results, we are supporting the growth and leadership development of employees. In the future, we will seek to unify the targets and timing of 360-degree feedback.

Additionally, we have implemented the ERCC (Ethics, Risk Management, Compliance and Conduct) rating, which is a compliance conduct evaluation.

## Mobility and Advancement

We respect employees’ entrepreneurial mindsets and revamped our internal recruitment system as Nomura Group Internal Recruitment (Nomura Career) in April 2020. Nomura Career is an opportunity for individual employees to develop independent careers and we significantly expanded the scope of this system. The internal recruitment system also includes post-retirement positions to promote independent career development for people of all ages. Since the revamping of the system in fiscal 2020, we have received a total of 1,800 applications, and 650 employees have transferred.

In addition, we introduced career design sheets in Japan in 2023 to support independent career development. These sheets are used to deepen career planning through discussions with superiors and other means. These sheets enable employees to demonstrate their aptitudes and strengths, as well as enhance organizational productivity

and competitiveness. Additionally, from the perspective of appointing talent to key positions within the group and developing successors for such positions, we globally manage a talent pool of individuals with the potential to assume critical roles. Assessments are conducted for these talent pools, and various leadership development programs are provided to the respective employees based on their leadership potential.

### ● Number of Applicants and Transferees Accumulated Since the Fiscal Year 2020

Number of applicants for internal job posting system since the fiscal year 2020 **Approx. 1,800**

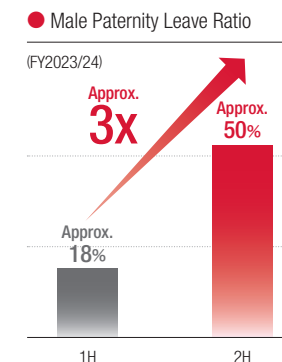
Number of transfers for internal job posting system since the fiscal year 2020 **Approx. 650**

## Initiatives to Promote DEI in Japan

Approximately 40% of Nomura Group employees are women, making women’s advancement a crucial theme in enhancing corporate value. At Nomura group, the promotion of DEI has been incorporated into personnel evaluation as a group-wide initiative. In particular, the following were designated as essential issues for managers in Nomura Securities: creation of a work environment where diversity is accepted, encouragement of male employees to take childcare leave and creation of an environment for doing so, and efforts to increase the abilities of female employees to promote the advancement of women. In October 2023, Nomura Securities and some subsidiaries in Japan introduced an incentive program to encourage male employees to take childcare leave. These companies have since paid the incentives to employees who took childcare leave of at least a month without interruption, regardless of their gender. As a result, the percentage of male employees taking childcare leave in the second half of the fiscal year ended March 2024 tripled from the first half.

We have also expanded our measures to support the balance between work and nursing care, such as posting videos of webinars and setting up consultation desks so that employees can continue to work with peace of mind even when faced with nursing care.

In recognition of these efforts, in March 2024, Nomura Group was selected as a “Next Nadeshiko” company by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE), for its commitment to helping employees balance their work and family life.



## DEI

At Nomura Group, which employs people representing around 90 different nationalities, we consider diverse talent to be a source of competitiveness, innovation, and high-level risk management. We are committed to creating a work environment where all employees can fully utilize their unique strengths. Nomura Group aims to promote diversity, equity, and inclusion, providing equal opportunities to diverse talent and creating a workplace where every employee can work with a sense of belonging, as reflected in our Diversity, Equity & Inclusion Statement. In addition, the DEI Promotion Working Group, comprising executive officers, representatives from different Group companies and regions around the world, is working from top-down to improve the overall environment of the Group, while fostering a corporate culture through bottom-up efforts through the DEI employee networks. In Japan, three DEI Employee Networks: L&F, which focuses on work-life management, ALLIES, which promotes correct understanding of multi-culture, LGBTQ+, and disability topics and fosters a positive working environment; and WIN, which promotes women's careers; hold events and provide opportunities for interactions, both internally and externally. Similar employee networks are active in overseas regions. For example, during Pride Month in June, ALLIES collaborates with Pride networks in various countries to hold joint events.

We are also working to create an environment where LGBTQ+ employees can work with peace of mind and find fulfillment, including by introducing benefit programs that can be used by same-sex partners and by establishing guidelines for transgender employees.

## Employees' Working Styles

In FY2022/23, we launched our global "Nomura Ways of Working" project, which aims to create a positive working environment where our employees can maximize their work performance without time or location constraints. We are promoting this project globally across regions based on four key pillars: culture, people, workplace, and technology. We are also working to develop an environment under which employees can strengthen relationships with other employees to help maximize work performance. In FY2023/24, we launched COMPASS, a program to support both new incoming employees and welcoming employees. To help employees smoothly settle into the Nomura and fully demonstrate their abilities by the 100th day from the day they join, we provide messages from the Group CEO and orientations upon hiring. Overseas offices distribute manager toolkits and provide support messages at milestones of 30, 60, and 100 days. In Japan, we send welcome kits and organize mid-career employee networking programs.

In order to create a work environment that accommodates employees with time constraints due to childcare or nursing care, we are promoting information-sharing to enhance work-life balance and encouraging male employees to take childcare leave. We have introduced various support systems such as allowing the acquisition of paid leave on an hourly basis, flexible work hours system, leave of absence system for infertility treatment, and the use of sick leave and other types of leave, to enable each individual to work in a way that suits their circumstances while maximizing their performance.

## Well-being

Under the policy of internal environment maintenance, we recognize the importance of our employees' physical, emotional, mental and financial well-being in order for them to realize their full potential, stay motivated and excel in performing their duties.

### » Fundamental Approach of an Employee-friendly Work Environment

Nomura Group recognizes the importance of our employees' physical, emotional, mental and financial well-being so that they can realize their full potential, stay motivated and excel in the performance of their duties. We seek to improve its employee welfare programs, such as childcare and nursing care support, as well as to maintain and promote employee health, so that employees can continue to work with enthusiasm, including the development of appropriate working conditions and a comfortable working environment.

In Japan, we offer health initiatives such as a health point system and initiatives to help employees stopping smoking during working hours, and we provide systems that support employees in building up assets, such as the employee shareholding association and the defined contribution pension plan that help employees maintain financial wellness. Based on the results of our annual employee survey, we are also examining and making improvements to our various human resource management strategies.

We have been selected as a "Health Management Stock" for two consecutive years by the METI and the TSE. Additionally, nine companies within the Nomura Group, including us, have been certified as "Health & Productivity Excellent Corporation" from the METI and the Japan Health Conference. Furthermore, six companies from the Nomura Group have won Gold and Silver awards in the "Ganarai Award" organized by the Ganarai-bu, a private project that recognizes companies and organizations that support people working while under cancer treatment.

### ● Nomura's Progress and Roadmap

