

# Creating a Rewarding Workplace for Employees

## Making Work as Fulfilling as Possible

At the Daiwa Securities Group, we believe maximizing each employee's motivation increases customer satisfaction and in turn raises shareholder value. We are making efforts to ensure that individual employees feel satisfied in their jobs and that they, together with their families and all others concerned, feel proud to be a member of the group.

### Our efforts

#### Achieving a good work-life balance

We are working to ensure employees have a good work-life balance as part of our business strategy. As a group, we have made concerted efforts to introduce employees to new ways of thinking about work. We have put in place systems that deliver a variety of work practices, encouraged employees to leave work by 7:00 p.m. and to take their annual leave, and instituted workplace visits by employees' families.

#### Encouraging women to succeed

We are trying to appeal more to women's individual interests, by introducing thriving female employees as role models in internal publications and providing opportunities for cross-company communication, in order to increase the number of women in management positions. These efforts have resulted in five female directors joining the board and women heading up about 10% of branches since fiscal 2009. The number of women transferring to the career-track employee and regional career-track employee streams has also increased significantly.

#### Recruitment of previous years' graduates

In fiscal 2011, we began hiring university graduates who had graduated up to three years earlier. We hope to

secure diverse personnel by recruiting year-round so that such graduates can be employed soon after receiving tentative job offers, regardless of whether they have prior work experience. These recruits receive the same level of training as new graduates.

#### Recruitment of people with disabilities

The Daiwa Securities Group has around 200 employees with disabilities working in a wide range of roles at its headquarters, in sales branches, and in call centers.

The group started recruiting new graduates with disabilities as regular employees (general office staff) in fiscal 2008 and in fiscal 2011, broadened recruitment into the career-track employee, regional career track employee, and customer service employment streams. We actively increased recruitment opportunities, holding briefings about the company for new graduates, participating in career expos, and implementing job placement support programs for disabled university students.

Once people with disabilities are hired, we provide support for career advancement, for example creating opportunities for them to enter the career-track and regional career-track employment streams.

#### Efforts to ensure and improve employees' health

We consider our employees' health essential capital for our company and society. Our human resources department, General Health Development Centers, and health insurance association have worked together to more actively promote health.

Our efforts include thorough health education, a walking campaign, joining the Cancer Screening Corporate Action project, a program to help people quit smoking, breast and uterine cancer screening, cervical cancer vaccinations, and metabolic syndrome-specific health guidance.

## Past Measures and Results

Measures		Progress		
		Indicator	Before	After (as of FY2010)
February 2005	Establishment of Women's Support Action Team <sup>1</sup>	Number of female managers <sup>1</sup>	75	162
October 2005~	Expansion of childcare and nursing care programs	Number of employees taking childcare leave	115 people (no men)	383 people (incl. 25 men)
April 2007~	Job relocation system <sup>2</sup>	Number of users (cumulative since FY2007)	–	69
June 2007~	Directive asking executives and employees to leave office before 7:00 p.m.	Overtime working hours (monthly avg.)	26.2 hours	24.0 hours
June 2008~	Policy to encourage executives and employees to take paid leave	Paid leave usage rate (per year)	37%	55%
April 2008~	Recruitment of people with disabilities as regular employees	Proportion of employees with disabilities (all employment streams)	1.87%	2.08%
October 2009~	Expansion of program for changing career path	Number of employees transferring to career-track roles (total since FY2009)	October 2009~	682 people

<sup>1</sup> Director or higher

<sup>2</sup> Offers position in new location when an employee must relocate due to marriage or spouse's job transfer (eligible to employees who are not subject to transfers that require change of residence).

Note: For scope of data, see: <http://www.daiwa-grp.jp/english/csr/report/2011/>