Human Capital

Message from the CHO

Placing importance on personnel (Corporate Principles)

The Group will promote the creativity of employees by offering them a challenging and self-directed working environment that encourages their abilities and appropriately rewards their contributions.

Daiwa Securities Group recognizes that human capital is the driving force behind its sustainable competitive edge and the foundation that underpins the creation of corporate value. Accordingly, we are committed to creating an environment in which each and every employee can fully realize their potential. Cognizant of the need to ensure organizational cohesion and increase employee engagement, we are also fostering a corporate culture of mutual respect and a workplace in which employees challenge themselves while supporting each other's growth. This we believe will help enhance corporate value on a sustainable basis.

We are also focusing on developing digital and AI talent. In 2022, we established the Daiwa Digital College, offering a wide-ranging curriculum to help all employees acquire the skills necessary to realize our Digital Strategy. At the same time, guided by the need to turn diversity into strength, we are continuously promoting diversity and inclusion. Furthermore, we are working to enhance employees' sense of fulfillment and job satisfaction while endeavoring to improve their well-being through various initiatives, including health management.

Moving forward, we will further strengthen our investment in human capital in an effort to **maximize customer asset value**, our Basic Group Management Policy. At the same time, we will work diligently to enhance corporate value over the medium to long term while fostering a culture that supports the challenges and growth of each and every employee.

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Deputy Head of Corporate Planning
Head of Human Resources
Chief Health Officer (CHO)
Head of Sustainability
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Approach to human capital management

The Group places **maximizing customer asset value** at the core of its management and is committed to securing sustainable growth while enhancing corporate value over the medium to long term through the advancement of total asset consulting and the provision of high-value-added solutions. True to this commitment, we position human resources as the source of our competitiveness and the foundation for realizing our management strategy, and accordingly promote our HR strategy in tandem with our management strategy.

Under our HR strategy, we have identified hiring, training, our human capital portfolio, and evaluation and compensation as key areas of focus. While continuously evolving and deepening our systematic investment in and management of human capital, energies are being directed toward securing top talent, developing highly specialized professionals, building an HR portfolio that maximizes talent value, and putting in place appropriate evaluation and compensation systems. Through these means, we are endeavoring to enhance each employee's ability to generate added value and foster behavioral change.

Each of these areas of focus is also inextricably linked to employee engagement. Based on the belief that employees' proactive growth and high engagement lead to improved business performance and productivity, we identified sustainable engagement as a KPI under our HR strategy and are engaging in continuous monitoring and improvement.