

How Nomura has worked to become Britain's healthiest workplace

Mark Hudson

Chief Operating Officer, HR & Head of HR, UK

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A Healthy workplace

VitalityHealth

MERCER

BRITAIN'S HEALTHIEST COMPANY

NOMURA Moving to a new office helped the Japanese bank invest in its wellness services, says **Abigail Townsend**

When the Japanese bank Nomura moved its London base to a purpose-built office two years ago, managers immediately spotted an opportunity to develop the bank's wellness offering.

"We looked at how we could use the space to create additional benefits for staff," says Malcolm Horton, Nomura's global head of recruitment and deputy head of human resources for Europe, the Middle East and Africa. "I was involved in the physical planning of the space and that was a real advantage."

The good health of employees is vital if banks are to ensure that staff remain at peak productivity, in good times and bad. According to Gallup research, a healthy, engaged workforce has 18 per cent higher productivity and 12 per cent higher profitability. Poor mental health costs employers nearly £26bn each year.

And whichever way you look at it, banking is a tough sector. Ever since the global banking crisis hit in 2007, the industry has faced unprecedented upheaval, including a global economic slump, the collapse or nationalisation of individual banks, tumbling stock markets and swathes of redundancies.

So Nomura's new office by the Thames offers a wealth of facilities and services for the 3,600 staff that work there. These include four eating areas; a state-of-the-art gym; private consultation rooms where employees can visit a nurse, doctor, dentist, counsellor or occupational health specialist; a bicycle bay (including a



Fit for work: Nomura's new office by the Thames incorporates a state-of-the-art gym

maintenance area, lockers and showers; a kitchen garden on the roof terrace; and a multi-faith prayer room.

The idea, says Horton, is to help employees find a good work-life balance, which can be difficult within banking's culture of long, demanding hours.

"It puts people off, thinking they have to take half a day off to see their doctor," he argues. "But if they just have to go downstairs, they are more likely to do it."

"Even if people are sick, people will still come to work. So it's more an issue of asking, if you are still coming to work and you're not 100 per cent, what's the cost of that? If you feel obliged to come to work, how can we keep you healthy?"

Nomura emphasises the importance of physical health in various ways, from its subsidised gym to company-wide events such as Healthy Heart Week.

"In meetings now there are not just biscuits, but nuts and fruits," says Horton. "Little things such as offering healthier snacks affect people subconsciously; it tells them they do have a choice."

In the same vein, the company is tackling smoking, and its approach won it a smoke-free company award.

Horton explains: "We cannot make the decision for [employees], but we can explain the benefits of cutting back or switching to electronic cigarettes – or if you're not going to quit, what can you do

with your diet to help your heart and lungs get through it."

It is not just physical health that Nomura focuses on, however: emotional health is catered for through awareness programmes and counsellors.

"There have been studies across every industry about how stress affects productivity: it affects how people behave and work. We can safely assume we're getting the best out of people by supporting them in this way."

Horton says the bank has seen a rise in stress levels since 2007. No one in the sector was immune to the banking crisis; Nomura acquired parts of the collapsed Lehman Brothers in 2008, but profitable integration has been hampered by the downturn.

"When we have to restructure businesses, and people find their role is at risk, it can create a lot of stress. So we have put a lot of resources towards helping people with that."

Horton says the health facilities run at between 75 and 100 per cent capacity throughout the year. And Nomura's approach impressed the judges: as well as the Most Smoke-free Workplace award, Nomura won Most Active Workplace and Healthiest Diet, and came third overall for large companies.

Horton says that providing these benefits is essential if Nomura is to compete for the best candidates and retain staff. The bank carries out surveys on recruitment and, he says, perks such as on-site wellness facilities are often ranked alongside financial rewards and career paths in terms of importance.

He adds: "When we go out to market ourselves, our message is that this is a long-term relationship; you have to invest in the people, build them up, concentrate on personal well-being."

"It's hard to talk about a relationship in an institution – but that's exactly what we're doing."

3rd
Britain's
Healthiest
company
(more than 1,000
employees)

WINNER
Most Active
Workplace

WINNER
Healthiest
Diet

WINNER
Most
Smoke-free
Workplace

Nomura's Health & Wellbeing framework promotes an integrated approach for our employees

Britain's Healthiest Company

NOMURA

Nomura Awards

2013

- **3rd** – Britain's Healthiest Company (more than 1,000 employees)
- **Winner** – Most Active Workplace
- **Winner** – Healthiest Diet
- **Winner** – Most Smoke-free Workplace

2014

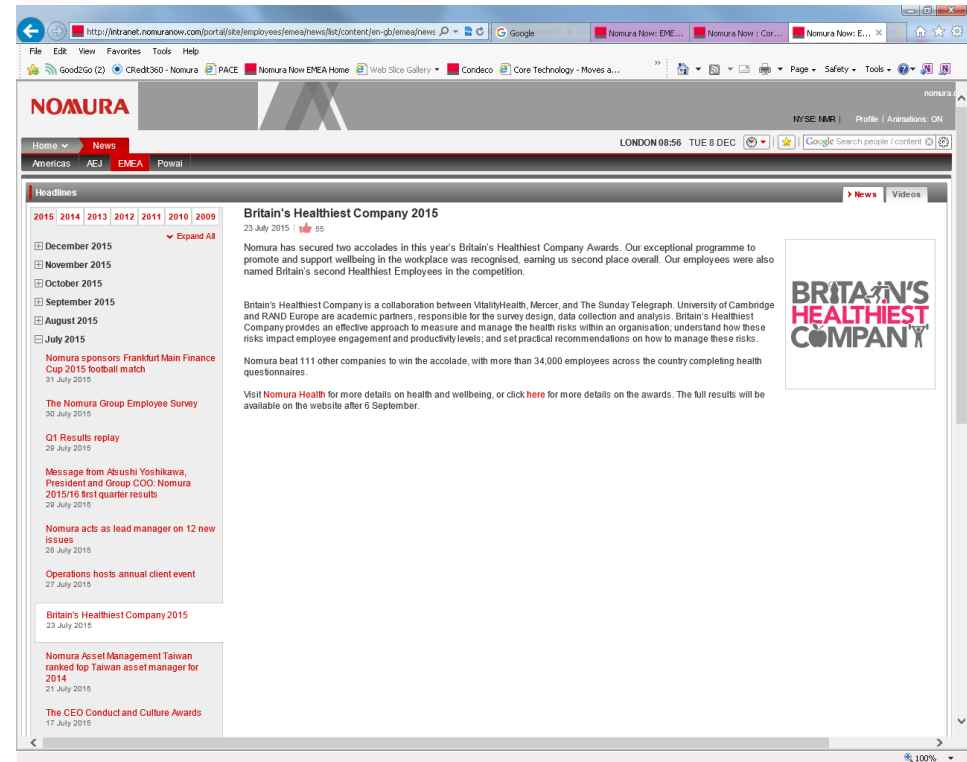
- **Overall Winner** – Britain's Healthiest Company 2014 (Large-Sized Company)
- **Winner** – Healthiest Employees Award (Large-Sized Company)
- **Winner** – City of London Sustainable City Awards Health & Wellbeing

2015

- **Overall 2nd** – Britain's Healthiest Company 2015 (Large-Sized Company)
- **2nd** – Healthiest Employees Award (Large-Sized Company)
- Named on **Mercer's Top 5 UK employers** for Healthcare & Wellbeing Benefits
- **Winner** – City of London Sustainable City Awards Health & Wellbeing

2016

- **Overall Winner** – Britain's Healthiest Company 2016 (Large-Sized Company)
- **Winner** – Healthiest Employees Award (Large-Sized Company)
- **Winner** – Best Healthcare and Wellbeing Strategy of the Year, Work saving and benefits awards
- **Winner** – City of London Sustainable City Awards Health & Wellbeing

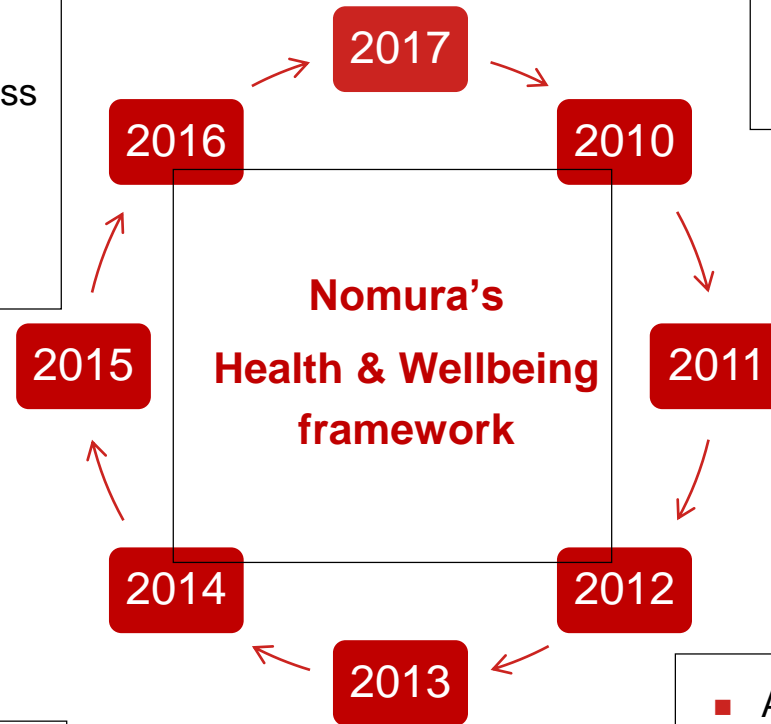


Nomura's health journey

- Enhanced income protection, partner life insurance, critical illness and travel cover
- **Free health MOT's** (7 stage fitness test) for all employees
- Free Relaxation class each week open to all

- **Employee Health screens** reviewed to add an age-related preventative risk offering
- **Employee healthy eating initiatives started**

- **Added** partner life insurance
- **Desk assessments** added into the Fitness Team duties to make the work force more active



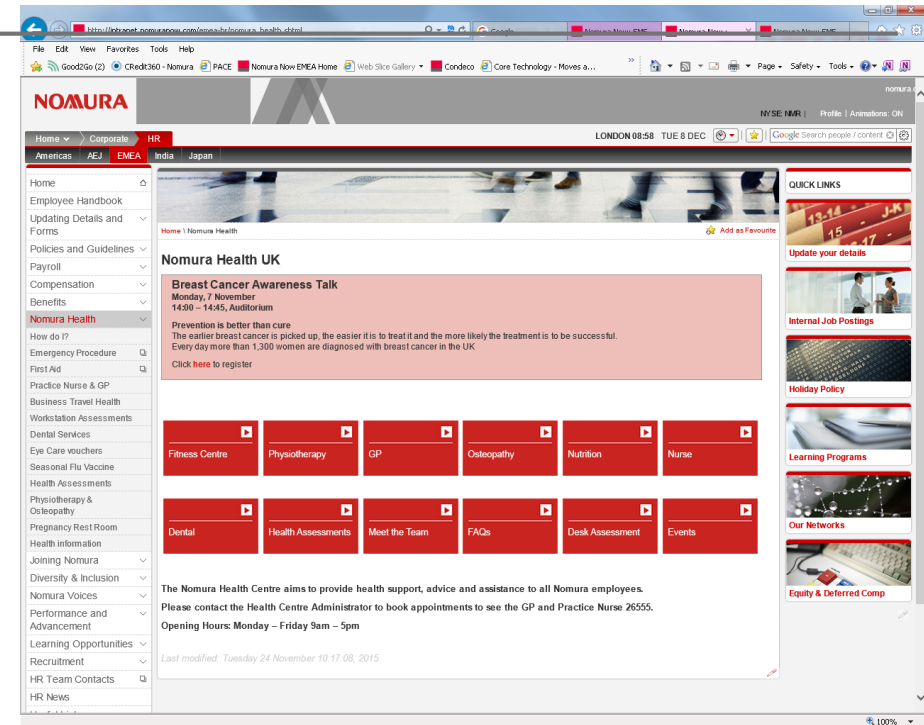
- **Nomura Healthy blueprint developed**

- Typical benefits for employee, partner and family, e.g. PMI, life insurance, vacation

- **On site** medical centre and 'state of the art' gym facility managed by Occupational Health

- Added critical illness cover and will writing
- **Integrated single provider** for medical centre, OH and fitness, saving money on contract fees

- Full time GP
- Full time Nurse prescriber
- Physiotherapist and network support team
- 5 days a week Dentist and Hygienist
- Physiologist offering free 3 hour health assessment, with onsite lab for immediate results
- Nutritionist, Osteopath, Sports massage
- Occupational Health Nurse
- Clinical management team
- Ergonomist for workstation assessment
- Fitness team undertake DSE assessments and back care classes.
- 342 appointments in seven months
- 600 desk visits per year
- 435 health MOTs in 12 months
- Employee Assistance Programme



Programmes

- Fully equipped gym, spin studio and mat area
- Qualified instructors
- Free exercise classes & fitness programmes
- Free health MOT's (7 stage fitness test)
- Personal training
- Two week-long health programs and six gym challenges a year



Events

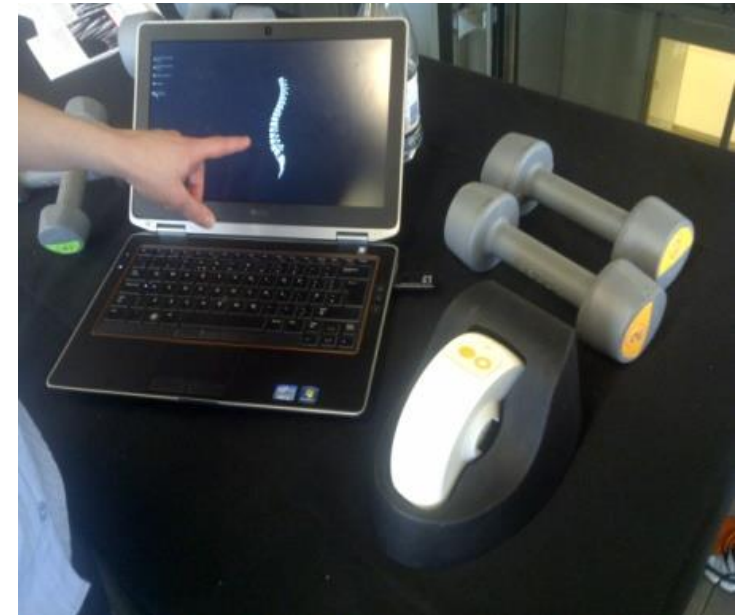
- Events: Tour de France Spin, Wimbledon Table Tennis, Health Week, Nomura Santa Run, Beat the Chiefs, Grinch and Bear It, How Do You Measure Up, Calorie Counter Challenge, 30 Day Challenge

A joined up approach to wellbeing

- Free 2 month membership with all clinical referrals
- Parenting Programme
- Back to Basics – back care class and physio referrals
- Relaxation programme
- Menopause Group
- Rehabilitation – back to work programs
- Pregnancy classes – free classes pre- and post-natal return to work
- Weight management programmes

A range of information health talks

- Smoking cessation
- Alcohol awareness
- Nutrition
- Cancer awareness



Nomura Health & Fitness – Cycling and Running

Free fitness facilities for all employees – cycling to work, runners associations and other sport activities (577 members)

- Cycle cleaning
- Cycle maintenance
- Free lockers
- 18 showers available with changing facilities, offering towels and shower gel
- Drying areas
- 800 registered cyclists for 250 bays – average 150 users each day
- Cycle to work scheme – cycle purchase through salary sacrifice scheme



Nomura Run Club (77 members)

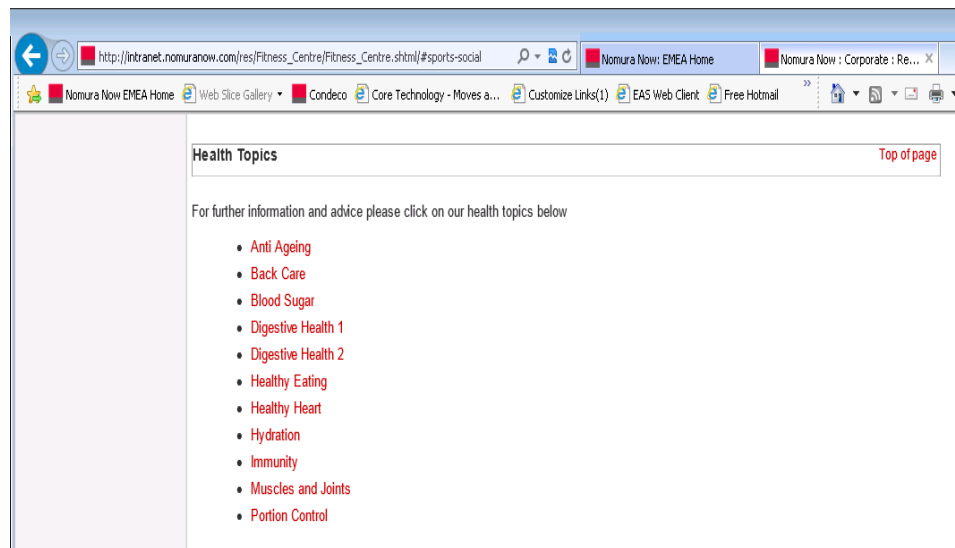
- No additional fees for Nomura Fitness Centre members
- Association Running Club (ARC)
- Discounts on entry fees for organised events

Nomura Health & Wellbeing framework

Online Health

Further advice on health and wellbeing

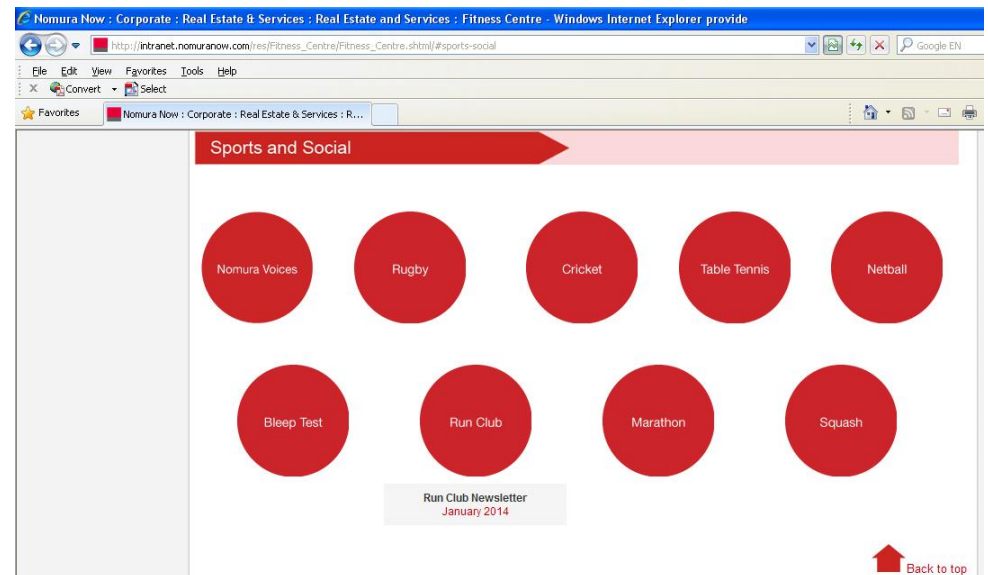
Anti ageing – Back care – Blood sugar – Digestive health – Healthy eating – Healthy heart – Hydration – Immunity – Muscles and joints – Portion control



Sports and Social

Nomura supported teams and groups

Rugby – Cricket – Table Tennis – Netball – Runners – Squash – Bleep Test – Nomura Voices



Terrace Garden: 1, Angel Lane

A Tranquil Space

Our office design and layout is wholly supportive of our employee wellbeing framework:

- Summer activity area
 - Sunrise Pilates
- Space for relaxation
- Social events
 - BBQ, networking
- Fresh organic produce grown in the Kitchen Garden
 - Volunteer group of gardeners
 - Produce sold to employees with money raised going to charity



To support the Nomura Health & Fitness on healthy heart and healthy lifestyle our restaurant provides fresh healthy menu options:

- A Health and Wellbeing board by the main counter, with posters and leaflets with Food 7 lifestyle tips, changed monthly
- Whole+Sum food concept – recipes and dishes with under 500 calories
- A new wave of ‘drinks with benefits’ including coconut water, green teas and Aloe Vera drinks
- Healthy live action bar – all carbs i.e. rice replaced with grains, brown rice and salt is reduced to a minimum
- Regular dishes are produced which have been created/suggested by our Nuffield nutritionist
- Prices kept flat on healthier foods to encourage consumption
- Supported Healthy Heat Week with a dedicated counter.



Zoe's Healthy Meal Recommendations



I am the in house Nutritional Therapist who will be sharing my healthy suggestions from the restaurant throughout the week enabling employees to improve lifestyle through obtaining a balanced diet.

Look out for my recommendations in the restaurant on the healthier options offered.

Zoe Rowlandson,
BSc. Nut.Med mBANT, rCNHC

So far, so straightforward.....

But there have been challenges too!

- Cost
- Getting everyone to agree
- Working together
- Health assessments
- Desk assessment
- Healthy vending

The next phase: Employee Resilience

Our offerings

Nomura is committed to fostering an inclusive work environment, where our people can and do realise their full potential. Employee networks are all designed to help us achieve this goal

- **Employee Life and Families Network (ELF)**
- **Employee Assistance Programme**
- **Health Screening Benefits**

The screenshot shows the Nomura EMEA Employee Networks portal. The header includes the Nomura logo, a welcome message, and navigation links for Home, Corporate, HR, and regional offices (Americas, AEJ, EMEA, India, Japan). A sidebar on the left lists various employee resources like the Employee Handbook, Policies, Payroll, and specific networks (W.I.N., ELF, LGBT, International Women's Day). The main content area is titled 'Employee Networks' and explains the purpose of these networks. It provides a table for enrolling in networks by region:

Region	Networks
Japan	To join any of the networks, click here
Asia ex-Japan	To join any of the networks, click here
Powai	To join any of the networks, click here
EMEA	Life & Families Network / LGBT Network / WIN Network
Americas	LGBT Network / WIN Network

Below this table, three detailed columns describe the networks:

- WIN (Women's International Network):** To engage, support & retain women through their career development at Nomura; To attract women who will contribute to the Firm's continued success; To partner with our internal and external stakeholders to enhance the image of the Firm.
- LGBT (Lesbian, Gay, Bisexual, and Transgender Professionals):** To support lesbian, gay, bisexual and transgender professionals and encourage them to perform to their utmost potential; To drive policy review and development and encourage best practices in the LGBT space; To build raise awareness of LGBT issues and build inclusive teams regardless of sexual orientation, gender identity or expression.
- Life & Families:** To promote a culture of good health, wellbeing and work-life balance and drive personal and professional growth; To connect members through networking; Raise awareness around key family, health, wellness and life-balance issues.

Each column includes buttons for 'America', 'AEJ', 'EMEA', 'Japan', and 'Powai' to access the respective network resources.

2017 Mental Resilience week

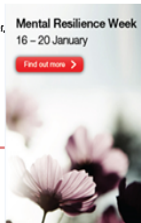




Mental Resilience Week 16 - 20 January 2017

As part of our commitment to ensuring the well-being of our employees, Nomura has organised a week of activities focused on promoting physical, social and psychological health to build mental resilience.

Learn about the tools and resources available to you such as the Employee Assistance Programme (EAP).

Search 'Nomura Health' on the intranet for further information.

Monday	Tuesday	Wednesday	Thursday	Friday
Roadshow 11.30 – 14.30 Terrace Restaurant	Roadshow 11.30 – 14.30 Terrace Restaurant	Tai Chi Class 12.00 – 13.00 Auditorium Foyer	Relaxation master class 10.30-11.10 Nomura Health, Studio 1	Relaxation master class 10.30-11.10 Nomura Health, Studio 1
<ul style="list-style-type: none"> Employee Assistance Programme Health assessments Fitness Membership January deal 'free for one day' on Friday 20 January Make a pledge on 'blue Monday': Any little acts of kindness can go a long way... 	<ul style="list-style-type: none"> Massage – City Swiss Detox & Nutrition mood boosting foods Axa – Stronger minds 	<p>Speaker session: 'A listening ear and helping hand... recognising the signs of mental ill-health. Session led by Samaritans & mental health charity MIND</p> <p>12.00 – 13.00 Auditorium Foyer, Level 0</p>		

Internal distribution only

Mental Resilience Week

Speaker session: A listening ear

16 – 20 January 2017

Further resources and event feedback

You registered to attend 'a listening ear' session on Thursday 19th January. We hope you found this presentation beneficial and would appreciate you taking the time to complete the following survey:

<http://intranet.nomuranow.com/emea-hr/mental-resilience-feedback.shtml>

Further information and resources are available at:

- [Nomura Employee Assistance Programme](#)
- [Nomura Health](#)
- [Mental Health hub](#) – as part of Nomura's core UK medical plan
- [Global Learning portal](#) – Optimise performance & build resilience
- [Business Healthy](#) – supporting health and wellbeing of city workers
- [Samaritans](#) – SHUSH listening tips
- [MIND](#) – 5 steps to wellbeing
- [City of London](#) – Mental Health services

The speaker session was recorded and can be viewed at: ['A listening ear and helpful hand'](#)
To make a donation to the Samaritans please [click here](#), link available bottom right side of page.

If you require any further support having explored the above resources, please reach out to your Human Resources Advisor.

