



NOF promotes a talent development system including support for “correspondence courses,” in which each employee is allowed to choose his/her own training options, “training at the organizational level,” which is made to suit issues in different levels, as well as “training regarding specific issues,” which is suited to enhance the employees’ expertise and is made in accordance with specific issues that arise in execution of duties.

This system effectively promotes talent development suited to each individual and his/her work, while at the same time aiming to make work more rewarding, invigorate the organization, and help to realize sustainable business growth for NOF.

Leadership

NOF is actively working to develop the leadership skills of its employees so that everyone, regardless of attributes such as age, can ambitiously take on challenges and achieve personal growth.

In line with the diversity concept of “respecting diversity, including gender and other attributes, and aiming to create an organization where people with talent and ambition can play an active role,” NOF has introduced “diversity training” for female employees to develop their leadership skills. In order to enhance the effectiveness of the “diversity training” and promote the active participation of women, the content of the training has been customized and is also offered to managers

regardless of gender.

In addition, we are fostering leadership skills through “training at the organizational level” depending on job post, as well as “training regarding specific issues,” which enhances the employees’ expertise. At the NOF Management School, which is responsible for developing the next generation of management, we implement programs that include discussions on transforming the future focus of the NOF Group. In addition, we provide feedback on participants’ leadership assessment results, helping them understand their own leadership traits and fostering the leadership ability to create and execute new initiatives from scratch.

Promoting training at the organizational level and regarding specific issues

In an effort to conduct more effective human resources development, NOF has set up a talent development system with a framework involving training at the organizational level and training regarding specific issues. The relatively junior employees mainly undergo training at the organizational level, while management-level employees undergo training regarding specific issues.

In fiscal 2023, a total of 2,489 people participated in training at the organizational level and regarding specific issues.

Irrespective of these talent development systems, we offer a variety of training and educa-

tional opportunities necessary for business operations.

In fiscal 2023, in response to the implementation of the revised Corporate Philosophy and Guiding Framework in April of that year, we held workshops for all employees, etc. to share the newly defined values and promote understanding of autonomous actions based on these values. Additionally, as part of our efforts aligned with these values, we have started offering opportunities for employees to engage with the perspectives of managers from various fields, cultural figures, and researchers. This aims to promote the growth of autonomous human resources who can utilize a broader perspective and advanced expertise in their work.

We have also newly added training to our competency framework enabling employees to independently and proactively consider their medium-term career design. In addition, we have systematically implemented initiatives such as training programs for developing digital transformation (DX) human resources and fostering the next generation of managerial human resources.



Overview of training at the organizational level and regarding specific issues

		Executive positions				Career-track positions				Core positions										
					Management-level positions	Instructor positions		Full-time positions		Management-level positions	Instructor positions		Full-time positions							
Training at the organizational level					Employees promoted to chief positions	Employees promoted to assistant manager				Employees promoted to assistant manager		Employees promoted to elementary instructor positions								
							Employees who instruct new graduates													
								Before the study report conference for career-track employees												
								Study report conference for career-track employees												
									Before the study report conference for career-track employees		Strengthening of capabilities in the field									
										Follow-up for new graduates				Acceptance of new graduates						
Training regarding specific issues		Management and administration	NOF Management School																	
				Outside BS*			Course for candidates for promotion to chief, assistant manager, and upper instructor positions					Course for candidates for promotion to assistant manager and upper instructor positions								
					Finance															
		Global					Short-term overseas language study													
											Practical English skills									
											Global training									
											Training prior to overseas assignments									
		Performance appraisal				Employees responsible for performance appraisal						Employees responsible for performance appraisal								
		Supervisors										Supervisors (foremen)								
												Supervisors (team leaders)								
		R&D			Business R&D for researchers			Business R&D for researchers												
			Research theme evaluators																	
Practices									New sales staff											
													Sales practices (contracts and claims management)							
Other	Diversity																			
	Mental health																			
	Career training																			

* Participation in outside business schools