

Diverse, Thriving Employees

The Nikon Group respects the diversity and human rights of employees that come from various backgrounds and actively strives to build an environment allowing success by maximizing the skills of each and every employee.

Respect for Diversity

The Nikon Group encourages diverse employees. We respect the diversity and human rights of our employees and provide fair treatment, with the goal of providing a workplace where our employees can thrive professionally as a team utilizing their individual skills and talents. Specifically, the Nikon Group treats all employees on an equal basis, regardless of race, beliefs, gender, educational background, nationality, religion, or age, respects their individuality and human rights, and provides them with workplaces where they can be highly motivated. In addition, our approach emphasizes diversity in our corporate culture by positioning the ability to accept diversity as one of the competencies of the Nikon Group. Currently, in Japan Nikon's Human Resources Department is heading up activities focused on such initiatives as women's empowerment and supporting persons with disabilities. In turn, the results of these activities are reported regularly to the CSR Committee. Our training programs for newly promoted managers (91 employees participated in the year ended March 31, 2017) include a session to review the diversity. Furthermore, we are implementing initiatives to deepen understanding of diversity. These include covering the need for work-style innovation to take diversity efforts, including women, to the next level as well as next generation education support policies, within information

on HR policies and work time management periodically communicated to managers.

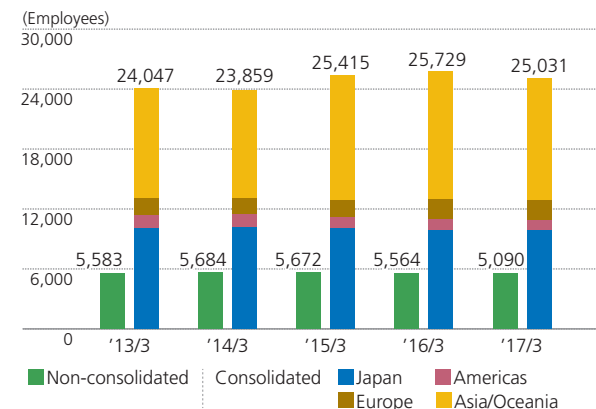
Numbers of New Hires

(Unit: persons)

		Year ended March 2017	Total
Nikon	Men	108	137
	Women	29	
Group companies in Japan	Men	73	90
	Women	17	
Group companies outside Japan	Men	302	513
	Women	211	

* Permanent employees and non-regular staff of the Nikon Group (consolidated).
 * Group companies outside Japan exclude Nikon (Thailand) Co., Ltd., Nikon Lao Co., Ltd., Nikon Imaging (China) Co., Ltd. and Hikari Glass (Changzhou) Optics Co., Ltd.

Changes in the Number of Employees by Region



* Consolidated figures include permanent and non-regular staff of the Nikon Group and director of Group companies. For regional percentages, employees of Nikon who are temporarily dispatched to Group companies are included in the region to which they are assigned, while employees dispatched to non-consolidated companies are not included. Employees of Nikon Metrology NV and its subsidiary group companies are included in the European figures.

Employee Composition

(Unit: persons)

		'13/3	'14/3	'15/3	'16/3	'17/3
By region	Total	24,047	23,859	25,415	25,729	25,031
	Japan	10,062	10,168	10,035	9,870	9,835
	Europe	1,687	1,695	1,626	2,011	2,040
	Americas	1,320	1,273	1,198	1,103	1,010
	Asia/Oceania	10,978	10,723	12,556	12,745	12,146

* Consolidated figures include permanent employees and non-regular staff of the Nikon Group and executive officers of Group companies. For regional percentages, employees of Nikon who are temporarily assigned to Group companies are included in the region to which they are assigned, while employees assigned to non-consolidated companies are not included. Employees of Nikon Metrology NV and its subsidiaries are included in the figures for Europe.

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Average Age

(Unit: years old)

		'13/3	'14/3	'15/3	'16/3	'17/3
Men	Nikon	44.4	44.7	44.3	45.5	45.9
	Group companies in Japan	41.8	42.4	42.9	43.4	42.4
	Group companies outside Japan	36.3	37.2	37.4	38.8	39.0
Women	Nikon	39.0	39.3	39.0	40.2	40.7
	Group companies in Japan	42.5	43.2	44.0	44.2	44.3
	Group companies outside Japan	31.8	32.6	32.0	32.6	33.9

* Permanent employees and non-regular staff of the Nikon Group (consolidated).

* Includes Nikon employees who are temporarily dispatched to affiliated companies.

Average Years of Service

(Unit: years)

		'13/3	'14/3	'15/3	'16/3	'17/3
Men	Nikon	19.9	20.1	20.3	20.5	20.8
	Group companies in Japan	15.2	15.5	15.9	16.4	16.0
	Group companies outside Japan	7.8	8.4	8.9	9.1	9.5
Women	Nikon	14.6	14.8	15.1	15.5	15.9
	Group companies in Japan	16.5	16.9	17.3	18.1	17.2
	Group companies outside Japan	6.1	7.1	6.9	7.7	8.7

* Permanent employees and non-regular staff of the Nikon Group (consolidated).

* Includes Nikon employees who are temporarily assigned to affiliated companies.

Turnover

(Unit: persons)

		'13/3		'14/3		'15/3		'16/3		'17/3	
		Retirees	Others	Retirees	Others	Retirees	Others	Retirees	Others	Retirees	Others
Nikon	Men	68	76	28	102	37	142	41	205	27	157
	Women	3	11	2	9	3	18	1	20	1	11
Group companies in Japan	Men	50	55	38	61	47	93	66	107	31	123
	Women	7	18	8	20	10	25	8	34	4	50
Group companies outside Japan	Men	25	182	11	221	26	304	14	320	39	465
	Women	8	93	13	131	14	192	13	220	5	261

* Permanent employees and non-regular staff of the Nikon Group (consolidated). Group companies outside Japan exclude Nikon (Thailand) Co., Ltd., Nikon Lao Co., Ltd., Nikon Imaging (China) Co., Ltd. and Hikari Glass (Changzhou) Optics Co., Ltd.

Women in the Workplace

The Nikon Group is working to promote the more active involvement of female employees in Japan while conducting the same hiring and treatment of employees regardless of gender. We reaffirmed the need to continue making improvements in terms of the low number of female employees and females in management positions, which we have been working on for some time, after analyzing the state of female employees at Nikon as a response to Act on Promotion of Women's Participation and Advancement in the Workplace enacted in April of 2016.

■ Increasing the Number of Female Employees

The ratio of female employees at Nikon as of the end of March 2017 was 11.0%. We have set a target to reach a ratio of 25% or more females during regular hiring between the year ended March 31, 2017 and the year ending March 31, 2020 to further increase the ratio of women working at Nikon. We participated in several joint job fairs for women and also held events such as informal gatherings with our female engineers aimed at increasing the percentage of female hires to reach the above target. Looking forward, we are actively expanding hiring activities such as enhancing employment events for female students studying the sciences, among other efforts.

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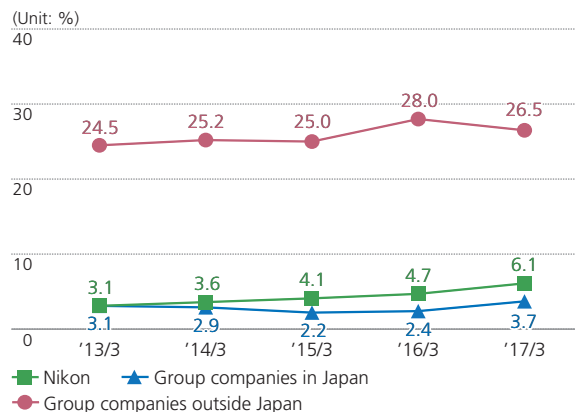
■ Increasing the Ratio of Females in Management Positions

We established the target to have 5% of all Nikon's management positions occupied by women by the end of March 2017, and actively supported both career development and the work-life balance of females in management positions.

As of the end of March 2017 Nikon's ratio stood at 6.1% compared to just 3.6% in the end of March 2014 when we set the target, indicating we cleared our target by a comfortable margin. Of this figure, the proportion of females in management positions at Nikon who are general manager and above is 2.1%, and 4.0% at Group companies in Japan, while 4.1% are section managers at Nikon, and 3.9% at Group companies in Japan.

In addition, we have set a new target to have 110 females in management positions by the end of March 2020, compared to 55 females in management positions as of the end of March 2015. We are focusing on ongoing career development support and building employee-friendly workplaces, such as expanding the mentoring system for the future.

Ratio of Females in Management Positions



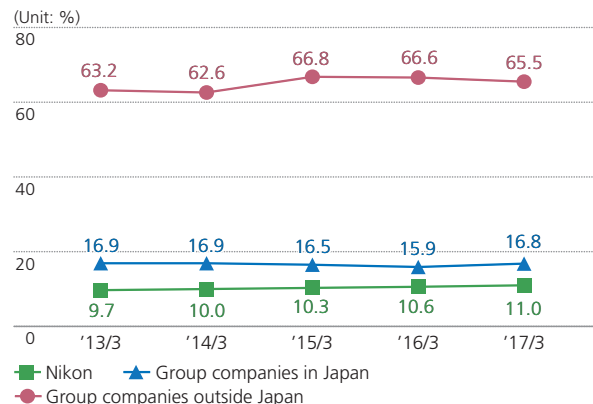
* Permanent employees and non-regular staff of the Nikon Group (consolidated). Those assigned to affiliates are counted as employees of the affiliates.
 * Management Position means section managers and higher.
 * The term "management position" includes managers not assigned to executive officer posts.

■ Career Development Support

Nikon has introduced a mentor program for promoting women's career development in the year ended March 31, 2016. In the year ended March 31, 2017, mentoring was provided for six months involving 40 people (20 mentor-mentee pairs), with executive officers and managers serving as mentors. In addition, we have continued to offer self-fulfillment seminars to help female employees develop their skills and build networks since the year ended March 31, 2009.

Driven by the above efforts, in the year ended March 31, 2017, a total of four female employees were specially selected to take part in PMC training, which was first introduced in the year ended March 31, 2015 and targets managerial level employees. This year marked the second time it was held. It spans eight months and offers opportunities for cross-industry exchanges, provides knowledge and fosters the mindset required of leaders of the next generation.

Ratio of Female Employees



* Permanent employees and non-regular staff of the Nikon Group (consolidated). Those assigned to affiliates are counted as employees of the affiliates.



Self-fulfillment seminar

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Utilizing a Diverse Workforce

Nikon aims to achieve true globalization and workplace diversity as a way to further enhance corporate value. We actively pursue diversity in our recruitment activities in order to continue to provide all employees with a workplace where individuals with different values can draw inspiration from each other and generate synergies.

■ Globally-minded Hiring

In the year ended March 31, 2012, Nikon took part for the first time in an employment forum for international students held in Boston, United States, to recruit Japanese and foreign national students studying abroad with a desire to work for Japanese companies after graduation. Nikon also hires new graduates in the fall (October), in addition to April. We are also actively working to hire international students attending university in Japan.

■ Reemployment System for Retirees

The Nikon Group in Japan provides employment opportunities to employees who have reached the mandatory retirement age of 60, if they so desire. In the year ended March 31, 2017, about 80% of retirees at Nikon were reemployed and are actively working within the Nikon Group.

A Life Plan Seminar is also held for employees who will reach mandatory retirement age in the following year. In the year ended March 31, 2017, about 82 employees attended this seminar.

■ Supporting People with Disabilities

The Nikon Group is working to establish an environment that enables each and every employee to make the most of his or her individuality and abilities regardless of any disability. As an initiative to achieve this, in the year 2000 we established Nikon Tsubasa Inc., a special subsidiary of Nikon. Supported by experienced staff and instructors, a total of 54 employees worked for the company as of March 31, 2017. One of the company's principles is helping employees to become independent members of society.

In addition to parts processing, assembly, and packaging, Nikon Tsubasa employees mainly engage in document digitization, disassembly of cameras for recycling, erasing magnetic media, and inspection of finished glass products, fulfilling work orders from Nikon Group. The Nikon Group is now striving to give Nikon Tsubasa more work orders.

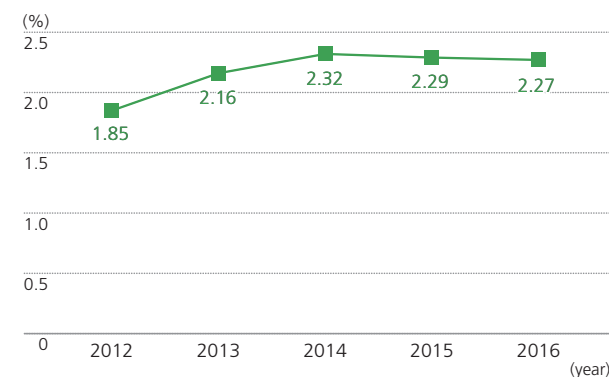
Japan has a legal requirement in terms of the percentage of employees with disabilities. Nikon, Nikon Tsubasa Inc., Nikon Systems Inc., and Nikon Business Service Co., Ltd. have obtained government approval to calculate the rate as a group, and have achieved the required standard. As for other Group companies in Japan, four of those subject to the Levy and Grant System for Employing Persons with Disabilities in 2016 fell below this standard. These Group companies will strive to meet the standard by employing more people with disabilities with the help of public and private employment agencies.

To gain greater public understanding about the work done by people with disabilities, Nikon Tsubasa accepts tours of its workplace. Many employees from the Nikon Group participated in these tours in addition to a total of 447 employees from 67 organizations, schools, and support institutions in the year ended March 31, 2017. Furthermore, Nikon Tsubasa supports the social inclusion and

work of people with disabilities by accepting 10 trainees from welfare facilities and schools for the disabled.

▶ [Nikon Tsubasa Inc. \(in Japanese\)](#)
<http://www.nikon-tsubasa.co.jp/>

Changes in Employment of People with Disabilities under Group Certification



* The rates are as of June 1 of each year.



A workplace at Nikon Tsubasa