

# Vigorous Activities Demonstrated by Diverse Employees

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

## Respect for Diversity

Our basic policy toward diversity\* is to provide an environment in which employees can maximize their capabilities and create output in a team through fair employment. This is based upon respect for diversity and human rights of employees according to the HR vision at the Nikon Group in this type of environment. Concretely, 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 work with a high level of motivation. In addition, we indicate an approach to focus on the diversity of the entire group by positioning the power to accept diversity as one of the core competencies of the Nikon Group, which is the quality in human resources sought in our HR vision.

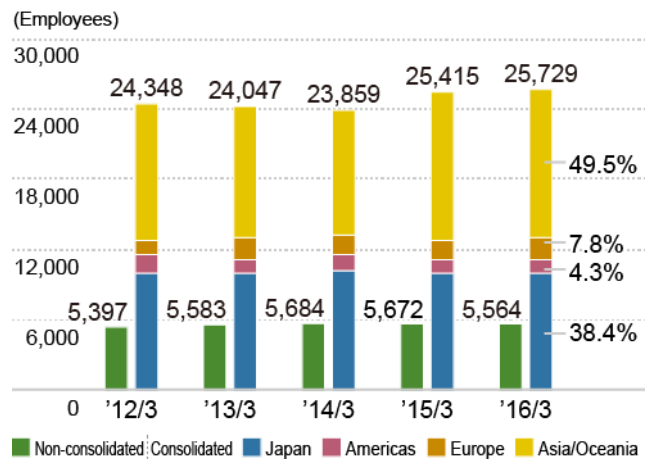
Currently, the Nikon human resources department is leading the initiatives based on prioritizing efforts such as promoting women's empowerment and supporting persons with disabilities in Japan. These activities are reported regularly to the CSR Committee.

Our training programs for newly promoted managers (107 employees participated in the year ended March 31, 2016) include a session to review what kind of benefit will be generated from diversity promotion. Furthermore, we are introducing initiatives to deepen the understanding of diversity such as covering the necessity to undergo work style innovation in order to take the diversity of employees, including women, to the next level as well as next generation education support policies in information periodically communicated in regards to human resource policies and management of working hours for managers.

\* Diversity

The state of being varied, or to accept diversity. The idea that a variety of attributes (gender, age, nationality, disability, etc.), values, and ideas of each employee are valuable to the company. These attributes help the company to respond rapidly and flexibly, which contributes toward the growth and competitiveness of the company.

### Shift 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 Corporation 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.

### Numbers for New Employment

(Unit: Persons)

		Year ended March 2016	Total
Nikon Corporation	Men	99	127
	Women	28	
Group companies in Japan	Men	94	112
	Women	18	
Group companies outside Japan	Men	291	466
	Women	175	

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

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## Employee Structure

(Unit: Persons)

		'12/3	'13/3	'14/3	'15/3	'16/3
By region	Total	24,348	24,047	23,859	25,415	25,729
	Japan	9,919	10,062	10,168	10,035	9,870
	Europe	1,183	1,687	1,695	1,626	2,011
	Americas	1,582	1,320	1,273	1,198	1,103
	Asia/Oceania	11,664	10,978	10,723	12,556	12,745

\* Consolidated figures include permanent and non-regular staff of the Nikon Group and director of Group companies. For regional percentages, employees of Nikon Corporation 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.

## Average Ages

(Unit: year old)

		'12/3	'13/3	'14/3	'15/3	'16/3
Men	Nikon Corporation	44.0	44.4	44.7	44.3	45.5
	Group companies in Japan	41.1	41.8	42.4	42.9	43.4
	Group companies outside Japan	36.0	36.3	37.2	37.4	38.8
Women	Nikon Corporation	38.6	39.0	39.3	39.0	40.2
	Group companies in Japan	41.7	42.5	43.2	44.0	44.2
	Group companies outside Japan	29.6	31.8	32.6	32.0	32.6

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

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

## Average Years of Service

(Unit: years)

		'12/3	'13/3	'14/3	'15/3	'16/3
Men	Nikon Corporation	19.9	19.9	20.1	19.2	20.5
	Group companies in Japan	14.5	15.2	15.5	15.9	16.4
	Group companies outside Japan	7.2	7.8	8.4	8.9	9.1
Women	Nikon Corporation	14.8	14.7	14.8	14.2	15.6
	Group companies in Japan	15.5	16.5	16.9	17.3	18.1
	Group companies outside Japan	5.2	6.1	7.1	6.9	7.7

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

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## Turnover

(Unit: Persons)

		'12/3		'13/3		'14/3		'15/3		'16/3	
		Retirees	Others	Retirees	Others	Retirees	Others	Retirees	Others	Retirees	Others
Nikon Corporation	Men	149	70	189	40	143	102	181	142	198	205
	Women	4	10	7	11	3	9	6	18	6	20
Group companies in Japan	Men	49	66	50	55	38	61	47	93	66	107
	Women	7	31	7	18	8	20	10	25	8	34
Overseas Group companies	Men	16	191	25	182	11	221	26	304	14	320
	Women	6	93	8	93	13	131	14	192	13	220

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

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## Women in the Workplace

The Nikon Group actively strives to promote female employees in Japan in recent years while conducting the same hiring and treatment of employees regardless of gender. We reaffirmed the challenge related to the low number of female employees and female managers when we analyzed the state of female employees at Nikon as a response to laws to promote women's participation enacted in April of 2016.

### ■ Increasing the Number of Female Employees

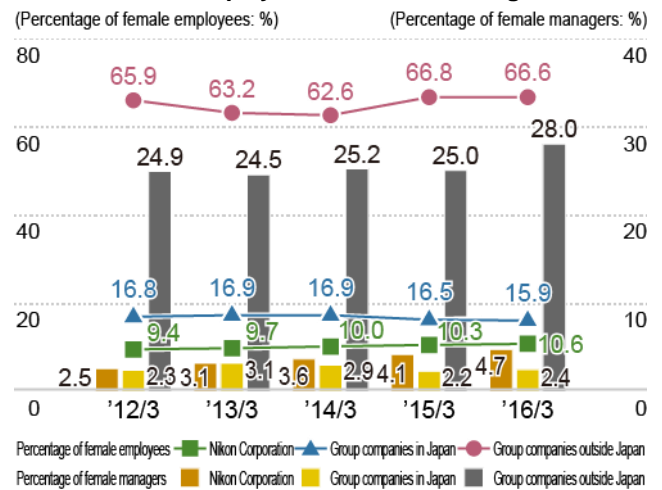
The ratio of female employees at the end of March 2016 in Nikon was 10.6%. We set a target to reach a female employment ratio of 25% or more regular employment between the year ending March 31, 2017 to the year ending March 31, 2021 to further improve the ratio of women working at Nikon. We participated in several joint job fairs for women and also held events such as informal gatherings with our female engineers even in employment activities up until now and we are actively expanding employment activities such as enhancing employment events for female students studying the sciences even more in the future.

### ■ Increase the Ratio of Female Managers

We set a 5% ratio for female manager at Nikon to achieve by March of 2017 and are actively supporting both career development and the work-life balance of female managers. The ratio as of March 2016 is 4.7% (as of March 2014 when we set the target: 3.6%) and 65 female managers in total. Of this figure, the proportion of female managers who are general manager and above is 2.1% (1.0% in Group companies in Japan) while 4.2% are section managers (3.0% in Group companies in Japan).

In addition, we set new targets to have 110 female managers by the end of March 2020 in the year ended March 31, 2016 after reaching 55 female managers as of the end of March 2015. We are focusing on ongoing career development support and the establishment of a workplace that is easy to work such as expanding the mentoring system for the future.

## Ratio of Female Employees and Female Managers



- \* Permanent employees and non-regular staff in the Nikon Group (consolidated). Those dispatched to affiliates are counted as employees of the affiliates.
- \* The figures for the year ended March 31, 2013 include the figures for the two equity method affiliates.
- \* Managers means section managers and higher.
- \* Group companies outside Japan include Nikon (Thailand) Co., Ltd., Nikon Lao Co., Ltd., Nikon Imaging (China) Co., Ltd. and Hikari Glass (Changzhou) Optics Co., Ltd.
- \* Overseas Group companies include Nikon (Thailand) Co., Ltd., Nikon Lao Co., Ltd., Nikon Imaging (China) Co., Ltd. and Hikari Glass (Changzhou) Optics Co., Ltd.

### ■ Career Development Support

Nikon Corporation has introduced a mentor system to promote career development of females as of the year ended March 31, 2012. In the year ended March 31, 2016, we implemented this mentor system for six months targeting 28 people (14 mentor-mentee pairs), with directors and managers serving as mentors. We held interim report briefings by bringing together mentors as well as mentees separately after three months. The final report briefing joined the mentors and mentees together at the end of the six-month mentoring. This prompted the mentees to view themselves objectively. We are advancing the career development of women through the ongoing operation of this system.

In addition, we have been holding self-fulfillment seminars to help female employees develop their skills and build networks since the year ended March 31, 2009. The number of participants has risen to a total of 509 (as of March 2016) since we started the program.

Furthermore, four female employees participated in the leader candidate training program held from the year ended March 31, 2015 to the year ended March 31, 2015.

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The training is 8 months long and includes the opportunity of cross-industry exchange. It provides knowledge and fosters the mind required for a leader of the next generation. We plan to expand this training to the second term in the year ending March 31, 2017.



Interim report briefing of mentoring system

## Utilizing a Diverse Workforce

Nikon Corporation aims to achieve true globalization and diversity in terms of its human resources as a means to further increase its corporate value. Therefore, 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.

### ■ Employment of Global Human Resources

In the year ended March 31, 2012, Nikon Corporation took part for the first time in an employment forum for foreign exchange students held in Boston (United States) to recruit Japanese and foreign national students who are studying abroad and want to join Japanese companies after graduation. Nikon Corporation also employs new graduates in the fall (October), in addition to April, in consideration of the fact that some people study under educational systems that are different to that of Japan. We are also actively working to also hire foreign exchange students in Japan.

Furthermore, the Nikon Group employs local human resources in the countries and regions where our offices are located. We work on human resources development and promotion to management positions.

### ■ Reemployment System for Retirees

Nikon Group in Japan is providing opportunities to keep working for employees who have reached their retirement age of 60. In the year ended March 2016, about 90% of retirees at Nikon Corporation were reemployed and are actively working for Nikon Group.

A Life Plan Seminar is also held for employees who will reach retirement age in the following year. In the year ended March 2016, about 197 employees attended this seminar.

### ■ Supporting People with Disabilities

Nikon Group aspires to establish an environment that enables each and every employee to make the most of their personal quality and ability regardless of any disability.

As an initiative to achieve this, we established Nikon Tsubasa Inc., a special subsidiary of Nikon Corporation in 2000. Supported by experienced staff and instructors, a total of 55 employees worked for the company as of March 31, 2016, under the principle of being independent members of society. In addition to parts processing, assembly, and packaging, they are also mainly engaged in document digitalization, disassembly of camera parts which is aimed at recycling the parts, process to erasing magnetic media, and inspection of finished glass products, fulfilling work orders from Nikon Group companies. The Nikon Group is striving to give Nikon Tsubasa more work orders.

In terms of the statutorily required percentage of disabled employees, Nikon Corporation, 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, six of those subject to the Levy and Grant System for Employing Persons with Disabilities in 2015 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.

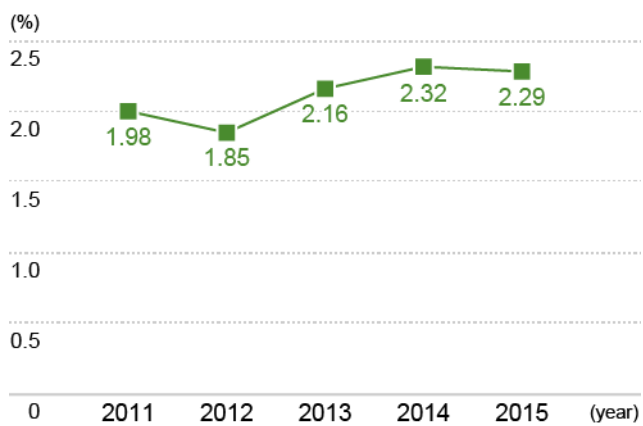
To gain greater public understanding about the work done by people with disabilities, Nikon Tsubasa accepts tours of its workplaces. Many employees from the Nikon Group participated in these tours in addition to a total of 396 employees from companies, schools, and support institutions in the year ended March 31, 2016. Furthermore, Nikon Tsubasa is supporting the social inclusion and work of people with disabilities by accepting 13 trainees from welfare facilities and schools for the disabled.

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Nikon Tsubasa Inc.

### Shift in Employment of People with Disabilities for Group Certifications



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