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Human Resources Management System/ Human Resources Development/Labor Relations

The Nikon Group recognizes human resource management as a key measure to accomplish its corporate management policy. We strive to provide a working environment that allows the growth of each and every employee.

FUTURE IN FOCUS Human Resource Initiative for Global Human Resources Management

The Nikon Group established FUTURE IN FOCUS in 2015 as a new Group human resource measure to support the realization of this transformation.

This initiative allows Nikon to "focus on development and utilization of talents from a global perspective and across regions and business units," "motivate the Group employees to arouse their challenge spirits," and "bring alignment between corporate strategies and employees' actions." It also aims to create an environment where diverse employees can actively contribute in a wide range of fields within the Group, regardless of their nationality, race, or gender.

■ FUTURE IN FOCUS Consists of Three Pillars

FUTURE IN FOCUS consists of the following three pillars: "Competency," which is the quality sought by the Nikon Group in target personnel, "Global Performance and Development," which is an evaluation system that focuses on development, and "Succession Planning," which is a selection and development of future manager candidates.

Competencies is defined by "Core Competencies," which is a guideline for all employees' actions, and "Global Leadership Competencies," which is a framework of actions for all of those who hold positions of managers or above. The development of these competencies was the result of a collaborative effort put forth by the Global Human Resources Management Team consisting of Human Resource representatives from some of the Nikon's group companies as well as Nikon Corporation's Board of Directors and employees who participated in various discussion and interviews.

Three Pillars of FUTURE IN FOCUS



■ Introduction of Competencies' Evaluation

The Nikon Group is planning to progress the utilization of human resources across the Group by reflecting systems of human resource development and evaluation in the human resource policies at each Group company that follows the FUTURE IN FOCUS concept. The initiative was implemented to the Nikon Corporation, Nikon Imaging Japan, Nikon Tec Corporation, Nikon Precision Inc. (America), and Nikon Australia Pty Ltd in 2015, and it will be expanded sequentially to other Group companies.

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IT system training to operate Performance and Development at NAU

■ FUTURE IN FOCUS Photo Contest

The Nikon Group held a photo contest for employees in the year ended March 31, 2016 for the purpose of promoting understanding about competencies. Pictures capturing the moment and circumstances that illustrate the competency in action were submitted by Nikon Group employee applicants and five grand prize winners and twenty prize winners were selected.



Second round of global judging

[> Feature Articles 2016 | FUTURE IN FOCUS Photo Contest \(P7\)](#)

■ Initiatives to Develop Global Leaders for the Next Generation

The Nikon Group aims to develop global leaders who drive business around the world.

In the year ended March 31, 2016, we held a global leaders development program for the next generation in Tokyo, in continuation of the previous fiscal year's program. In the 4-days program, 22 employees from 8 countries across the Nikon as well as overseas Group companies participated in this training that was held in Tokyo. They also discussed strategies to achieve the corporate vision, and those strategies were presented to the Board members on the final day of the program.



Global leaders development program for the next-generation

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Personnel System

Each company of the Nikon Group has established its own personnel system to provide labor environment that enables each employee to maximize their capability.

Nikon Corporation classifies its employees by four levels (Junior Staff, Mid-Level Staff, Senior Staff, and Professional/Management) according to their abilities and clearly states their respective responsibilities. We also have a dual-track system, namely, a professional track and a management track, where employees are given the opportunity to consider in what forms they want to contribute to the company.

In addition, we are furthering the establishment of work frameworks that provide motivation to achieve targets through various systems that include the evaluation system for assessments from the perspectives of both performance (what targets have been achieved) and competency (what actions were taken to achieve targets) while setting targets through interviews between each employee and their supervisor every six months.

■ Main Career Development System (Nikon)

Self Reporting System

Employees may consult with their supervisors as necessary while considering their future aspirations once each year to connect to their future career.

Career Counseling

We have established offices to enable employees to consult about improving their skills and advancing their careers if employees desire to do so. We are supporting employees to shape their careers by advice through counseling.

Internal Human Resource Open Recruitment System

The open recruitment system is a system for employees to apply for open recruitment when a new employee is needed in each department such as when launching new projects or expanding our businesses.

Career Matching Support System (FA System)

This support system is a system to match the desires and competency of employees with the needs for human resources at each department.

Human Resource Development

Nikon Corporation has built a training system linked with its personnel systems. It offers a range of educational courses and systems for employees to receive new skills training according to their current level and job description. The available sessions are divided into three types: mandatory training, business skills training (including foreign language training), and engineer training. In the year ended March 31, 2016, Nikon Corporation held a total of 374 mandatory training and business skills training courses, which were attended by a total of 3,060 employees. In addition, 145 engineer training courses were held for a total of 3,654 employees.

An average Nikon Corporation employee spent 1.61 days in training during the year. Employees of Nikon Group companies in Japan also participated in training sessions of Nikon Corporation, and the Group companies provide their employees with their own human resource development and training programs.

■ Main Training for Skill Development (Nikon)

Mandatory training

- Training for promotions
- Training by year
- Training for evaluators, etc.

Business skills training

- Language training
- Presentation training
- Self-education programs, etc.

Engineer training/new employee training (optical, mechanical, electrical, informational, chemical)

- Engineering capability/adaptability development training
- Engineering comprehensive/communication development training, etc.

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Labor-management Relations

Nikon supports the principles of the UN Global Compact and respects basic labor rights.

Nikon Corporation has two labor unions, each comprising Nikon Corporation's regular employees: the Nikon Labor Union (a member of the Japanese Association of Metal, Machinery, and Manufacturing Workers (JAM), which is mostly made up of employees of small and medium-sized companies in the metal industry), and Nikon Chapter of the All-Japan Metal and Information Machinery Workers Union (JMIU). As of March 31, 2016, total number of labor union members was 4,687, consisting from 4,684 Nikon Labor Union members and 3 JMIU Chapter members. The company and the unions discuss various issues related to the labor environment, hold joint study meetings, and exchange opinions as necessary. We implemented study meetings around the theme of work-style innovation in conjunction with the Nikon Labor Union in the year ended March 31, 2016.

At Group companies in Japan, Nikon Labor Union chapters and employee-elected representatives serve the same function. At Group companies outside Japan, issues are discussed either by the company's in-house union or through the consultation with an outside labor union to which employees belong. At companies where there is no labor union, issues are discussed in a briefing for all employees, in a dialog with employee groups, or in face-to-face interviews with individual employees. As a result, currently, labor-management relations are generally good.

When a substantial change is made to an employee's job, Nikon Group discusses the matter with his/her union or employee representative, obtains their prior approval, and then takes the required time to communicate the change to the employee.