

## Employees



Nissan strives to create workplaces where employees are motivated to rise to challenges and are able to work safely and comfortably, enjoying full mental and physical health. By respecting the diversity of our employees, we promote the creation of an environment in which all individuals can utilize their talents to the fullest while working in teams to achieve ambitious goals. By sharing their knowledge, based on their individual experiences and different ways of thinking, our employees are able to meet the increasingly diverse needs of our customers. This makes them the driving force for Nissan's sustained growth.

### Pillars of Activity

#### 1. Nissan's Respect for Diversity

Diversity is an important strategy at Nissan. We undertake initiatives in pursuit of our goal of achieving sustainable growth while respecting diversity.

#### 2. Career Design Support

Nissan believes that employees should "design their own careers" and actively assists their efforts to do so.

#### 3. A Culture of Learning

We believe that a corporate culture of learning cannot exist without the desire to create value. As an organization that grows through constant learning, Nissan supports employees' personal growth through proactive human-resource development.

#### 4. Stronger Internal Communication

Nissan actively seeks the opinions of employees through surveys, using the results to improve management quality and employee motivation. We also ensure that information is shared with all employees around the world without delay.

#### 5. Building Safe Workplaces

Nissan promotes practices aimed at reducing worker burdens and improving productivity. We have made promotion of employee health a top priority, establishing it as a key tenet in our companywide declaration on workplace safety.

### Nissan's Approach to Employees

The Nissan Way is a code of conduct that aims to ensure continual growth. It outlines five mindsets and five actions based on the idea that "the power comes from inside," and has been made available in eight languages (Japanese, English, French, Chinese, German, Spanish, Dutch and Russian) for our employees worldwide. The Nissan Way encourages employees to adopt such mindsets as "cross-functional, cross-cultural" and "frugal," and to act in ways that include "motivate" and "challenge."

**“The power comes from inside”**

The focus is the customer, the driving force is value creation and the measurement of success is profit.

**Mindsets**

- 1. Cross-functional, Cross-cultural**  
Be open and show empathy toward different views; welcome diversity.
- 2. Transparent**  
Be clear, be simple, no vagueness and no hiding.
- 3. Learner**  
Be passionate. Learn from every opportunity; create a learning company.
- 4. Frugal**  
Achieve maximum results with minimum resources.
- 5. Competitive**  
No complacency, focus on competition and continuous benchmarking.

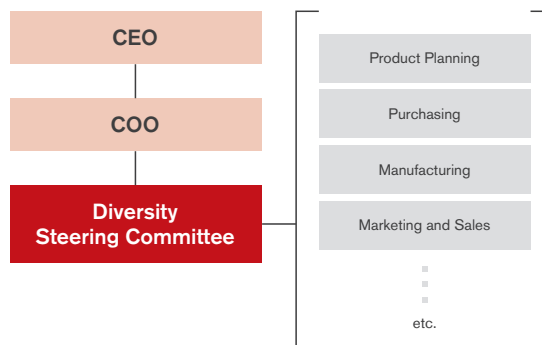
**Actions**

- 1. Motivate**  
How are you energizing yourself and others?
- 2. Commit and Target**  
Are you accountable and are you stretching enough toward your potential?
- 3. Perform**  
Are you fully focused on delivering results?
- 4. Measure**  
How do you assess performance?
- 5. Challenge**  
How are you driving continuous and competitive progress across the company?

**Promotion Structure**

Fostering diversity is an important management strategy at Nissan. We established our Diversity Development Office (DDO) in Japan in October 2004 to play a principal role in this pursuit. Since then, we have been working with our offices in North America, Europe and other markets in a variety of ways to realize our common goal of achieving sustainable corporate growth while respecting diversity. Moreover, we established a Diversity Steering Committee, headed by executives representing each business division, to set the direction and establish strategies for promoting diversity throughout the company.

**Organization of the Diversity Steering Committee**



**Nissan's Respect for Diversity**

**Diversity as a Corporate Strategy**

The DDO aims to leverage workplace diversity for the company's competitive advantage by focusing on ways to make full use of the talents of female employees while also actively exploring ways to create higher value through cultural diversity, utilizing the cross-cultural nature of the Alliance formed with Renault in 1999.

Nissan requires all of its people to respect the human rights of others and forbids discrimination against or harassment of others based on race, nationality, gender, religion, physical capability, age, place of origin or other reason. Nor may Nissan employees allow such a situation to go unchecked if it is discovered. (See p. 19.)

Please see our website for more information on Nissan's diversity.  
<http://www.nissan-global.com/EN/COMPANY/DIVERSITY/>

**Initiatives to Utilize the Talents of Women**

Since fiscal 2004 the DDO has been concentrating its efforts in the following two areas as a means of better utilizing the talents of female employees.

**1. Women's career development**

Diversity takes on different meanings in various regions of the world. In Japan, where the ratio of women in the automobile industry workforce has traditionally been low, the participation of women, particularly in positions of responsibility, is essential to providing diverse value to our customers.

Nissan is working to create an inclusive environment that encourages active participation from all employees, regardless of gender, and supports the career development of female employees. In addition to providing personalized support to female employees through individual counseling sessions with career advisors, the DDO organizes activities geared especially to female employees, including skill-development training courses and networking events. Moreover, interviews with senior female employees who are active in a variety of fields within the company are posted on WIN (Workforce Integration @ Nissan), our corporate intranet, to offer further encouragement. As a result of such actions in Japan, the percentage of managerial roles filled by women quadrupled from 1.6% in 2004 to 6.7% in 2012.

Additionally, we are promoting ergonomic design of our equipment and work processes at our manufacturing plants to benefit female workers, who are generally smaller in stature and have less strength than men.

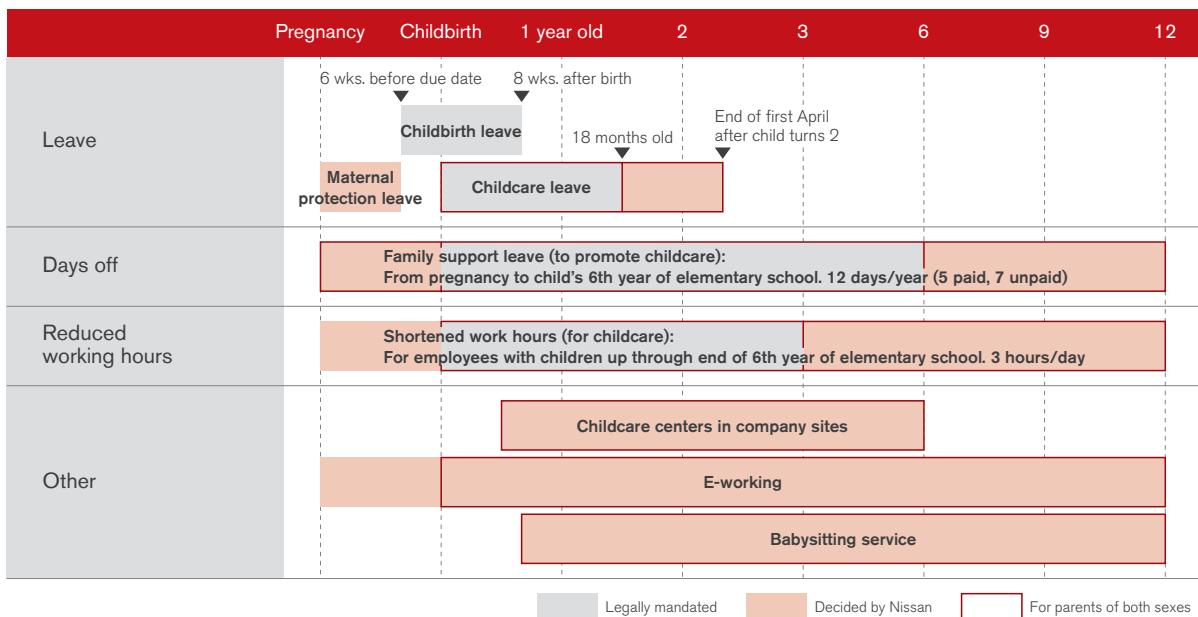
**2. A work-life balance for employees**

In Japan, Nissan has implemented a system offering flexible working arrangements to enable employees to effectively balance work with family responsibilities, such as childcare and nursing of elderly relatives. Arrangements to help employees of both genders strike an appropriate work-life balance include "Family Support Leave," which allows an employee to take time off for a wedding, the birth of a child, child rearing or nursing care; reduced working hours and home-based telecommuting for employees to provide childcare or nursing care; and the establishment of a daycare center, called "March Land," in our Technical Center in Atsugi, Kanagawa Prefecture. Nissan has been recognized by the Japanese government as a corporation actively promoting childcare support, successfully implementing programs to achieve the goals set forth in the action plan of the Ministry of Health, Labor and Welfare based on an April 2005 law outlining measures to support the development of future generations.

Starting in 2011, we have been holding "returnee seminars" to give specific hints and approaches to enable employees coming back to work after childcare leave to make a proactive return to work while enjoying the understanding and cooperation of those around them. Employees are able to use the internal social networking site "Work/Life Park" for sharing information to support the balance between career and childcare needs.

Nissan proudly takes part in the Work-Life Balance Promotion Project of Japan's Ministry of Health, Labor and Welfare. (Japanese website) <http://www.mhlw.go.jp/bunya/roudoukijun/sigoto-seikatu/index.html>

**Support Systems for Childbirth and Childcare (Japan)**



**A Firm Grounding for Cultural Diversity**

Nissan recognizes the need to make full use of the strengths and abilities of its multinational, multicultural family of employees in order to develop the company's business globally. We are working to leverage the synergy created through our cross-cultural Alliance with Renault, which not only recognizes and accepts cultural differences but also utilizes such differences to the full, to make cultural diversity our strength. Our e-learning program is a course open to anyone at any time that in Japan, for example, enables Japanese people to learn skills for understanding and communicating with business partners of different

cultural backgrounds, so that they can work together to get results. We hold training sessions to cultivate a better understanding of specific countries with which we have particularly close relations, and we are working to make cultural diversity an integral part of our corporate culture.

### **Nissan's Diversity Mindset**

Nissan has been holding diversity workshops in Japan as part of the company's managerial training program. These workshops play an integral role in promoting diversity throughout the company by helping participants understand the importance of diversity, learn how to best utilize employee diversity and think about how diversity can be useful in the company's business activities. Moreover, executives post articles on the company intranet discussing their views on diversity as well as their own personal experiences. Having such regular, personalized messages from management encourages the development of a diversity mindset among our employees.

#### **Enhanced Diversity in the Workplace (Americas)**

Nissan North America has established a regional diversity steering committee for the Americas to create accountability and provide guidance to diversity initiatives in the region. NNA also established a regional diversity office to coordinate diversity initiatives in the United States, Canada, Mexico and Brazil. Employee-driven Business Synergy Teams (BSTs) have been launched to leverage diversity to achieve business objectives, expand cross-functional interaction and assist with community outreach. The Women's BST, the first such group, was established in 2007. In 2009, this was followed by the creation of a Multicultural BST (MBST), which aims to enhance the company's consumer-relations capabilities through cross-cultural communications and awareness. Additional BSTs have been launched at our R&D facility located in Farmington Hills, Michigan, and at our Dallas-based Nissan Motor Acceptance Corporation facility.

## **Career Design Support**

### **Continually Improving Human-Resource Systems**

A company's employees are its most important resource. So that both Nissan and its employees can reach their full potential, we constantly work to improve our human-resource systems. The evaluation-based remuneration system used to accurately gauge employee contributions is structured in a way that motivates them to set and achieve high goals. An employee's salary is determined through a combination of performance evaluations, which measure how well the employee achieved certain goals (commitments), and competency evaluations, which measure such intangible variables as technical skill, knowledge and attitude.

### **Support for Self-Designed Careers**

Nissan believes that employees should "design their own careers" and actively assists their efforts to do so. Employees in Japan and the Americas meet with their supervisors at least twice a year to discuss their performance and competency evaluations, as well as their career aspirations and goals.

Employees in Japan also have the chance to take on the challenge of a new position through the Shift Career System (SCS) and the Open Entry System (OES). The SCS enables employees to apply for positions in other departments and work areas that interest them regardless of whether there is a position immediately available. The OES allows them to apply for all openly advertised positions. As of February 2012, 230 employees had applied for 164 open posts during fiscal 2011, and 93 of them succeeded in getting the positions they applied for.

### **Fostering Specialized Skills**

Helping employees develop specialized skills over the medium to long term is vital for a company to achieve sustainable growth. We introduced the Nissan Expert Leader System as a means of strengthening and fostering further development of specialized skills in a wide range of technical and nontechnical areas like purchasing and accounting. In fiscal 2011, the system's sixth year, we designated 50 employees as Expert Leaders and two management-level employees as Nissan Fellows in a total of 98 fields of specialization. The Expert Leaders and Fellows make use of their specialized knowledge to contribute to Nissan's business endeavors overall. In addition to sharing their knowledge with others via our corporate intranet and other communication tools, they contribute to the fostering of the next generation of experts by passing on their specialized skills in seminars and training courses.

## A Culture of Learning

### A Variety of Learning Opportunities

As an organization that continues to grow through constant learning, Nissan supports employees' personal growth with a proactive, systematic approach to human-resource development. The act of learning is one in which people stretch themselves to develop skills that create value. We believe that a corporate culture of learning cannot exist without the motivation to take part in this value creation. The Learning Navigation system on our intranet is one means of providing employees with opportunities for learning. This system lets employees search for information whenever they wish to develop specialized skills, receive training in management techniques, participate in e-learning programs or take distance-learning courses. The site is updated regularly to provide information our employees need to increase their skills and build their careers, meeting their growing thirst for knowledge.

### Training Future Leaders

The Nissan Learning Center Management Institute in Hakone, Kanagawa Prefecture, aims to cultivate human resources with the specialized skills and leadership qualities needed for future development. The institute contributes to the ongoing creation of Nissan value through a number of programs, including leadership training sessions to pass on the company's accumulated experience and knowledge to the next generation and cultural diversity workshops. Moreover, the leaders of our business activities around the world who have taken part in such programs as our Nissan Way Workshops are now active in educating fellow employees in the Nissan Way—the crystallization of experience and knowledge gained through our company's revival—demonstrating our commitment to promoting a corporate culture of learning. We carry out similar leadership training programs elsewhere around the globe.

## Stronger Internal Communication

### Employee Surveys

Nissan carries out surveys to get employee input and suggestions for improvements, using the results to help improve the company's management quality and employee motivation. From the results of these surveys, we identify the strengths of the company as a whole and those of individual divisions, as well as areas for improvement. We then work to make improvements that will lead to the creation of a better work environment for our employees and to continued growth for the company. The results of these efforts are analyzed for the company as a whole and for each region and department. Based on these analyses, each level of management formulates and carries out action plans tailored to specific needs.

### Enhancing Communication Tools

Nissan has introduced a corporate intranet system called WIN (Workforce Integration @ Nissan) as a tool to promote communication and information sharing. We continually update the system with new technologies while encouraging employees to make active use of it for internal communication and collaborative activities. We have expanded the WIN network beyond Japan, North America and Europe to include other markets and our major business partners. We also use internal newsletters and in-house video broadcasts to provide a variety of information to be shared by all employees at Nissan production sites with no time lag.

So that all our employees gain a deeper understanding of our products and the ability to convey their features and attractiveness to others more effectively, we also hold new model announcements and test drive events for employees. These are received very positively, with some participants stating that their enhanced knowledge of Nissan products has boosted their pride in the company and their work motivation. Nissan hosts guided tours of company facilities and test-drive events for employees' families, too. Combined, these efforts have been effective in creating "brand ambassadors" for Nissan.

### **N-Square, a Tool for Employee Exchange (Japan)**

Nissan has operated N-Square, an internal social networking service for employees, in Japan since fiscal 2009. Users form communities based around various themes, improving interaction with one another and gathering information they need. There are now more than 300 communities registered in the service. Given that the need for social networking services is on the rise, Nissan plans to improve and expand them for employees.

### **Employee-Executive Exchange**

Nissan holds opinion-exchange meetings involving executives and employees as a means of building trust through clear and transparent communication. These meetings are held frequently at Nissan's Global Headquarters in Japan as well as the company's business offices in China, the Americas and other parts of the world. These meetings give company leaders a venue to inform employees about the current situation of the company and to deliver key management messages. They also provide employees with opportunities to ask questions and voice their concerns in a direct and open manner. Their topics cover everything from business in emerging countries to environmentally friendly technologies and quality, and we plan to continue these meetings as an important channel for active communication.

## **Building Safe Workplaces**

### **A Uniform Set of Global Labor Safety Standards**

Nissan's human resources are the company's most valuable asset. So that all employees can use their abilities to the fullest, we make health and safety the top priorities when designing workplace functions and processes. We proactively work at all levels to identify potential issues or concerns in the workplace environment, develop measures to address them and make it easier for employees to get their jobs done. In 2010, we standardized the safety indices that previously differed among our global sites. Every quarter we monitor and report on safety performance for each area where we do business.

### **Yearly Disaster Prevention Drills**

When the Great East Japan Earthquake struck on March 11, 2011, Nissan immediately set up a Global Disaster Control Headquarters at its headquarters in Yokohama. This unit swiftly commenced our initial response under the direction of COO Toshiyuki Shiga. The main thing that allowed us to make this rapid response was the yearly disaster prevention drill. In March 2012, one year after the disaster, a drill was held at Nissan's Global Headquarters with the participation of some 50 employees as well as staff from our Oppama Plant and from Jatco, Ltd., a transmission supplier. We carried out simulated recovery activities from initial response onward, including checking the safety of employees and staff from dealerships and suppliers and formulating a support plan after confirming the status of damage. The expertise gained from the drill has been very useful in disaster planning overseas as well. (See pp. 8–9.)

### **Improved Production-Line Environments**

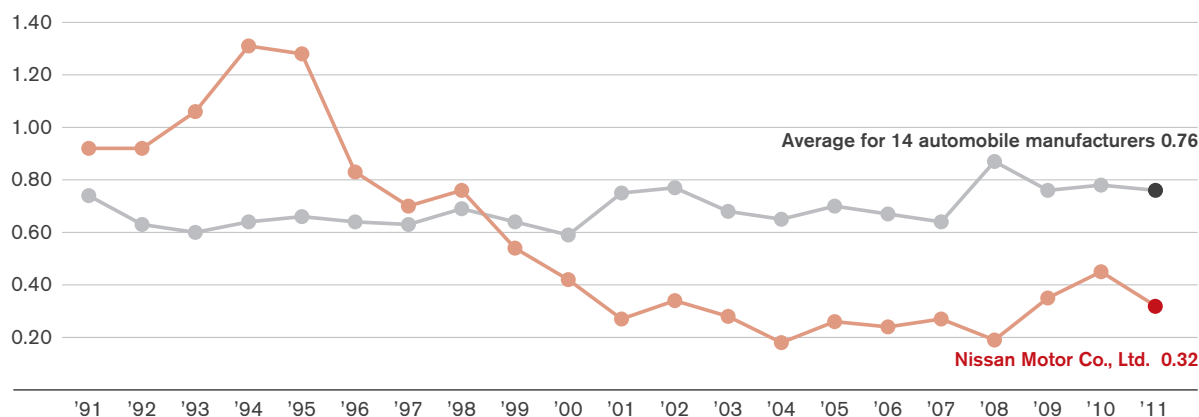
Nissan seeks to fulfill the company's mission of engaging in "human-friendly production" by continuously improving the workplace environments of its manufacturing facilities worldwide. The workplace in summer can be physically very taxing on hot days, and at times there is even the danger of heatstroke. We have therefore been proactive in installing internal cold-air ducts and ensuring there are set breaks to drink water, particularly in locations with considerable workloads. We are constantly looking at improvements to allow employees to work in a comfortable environment.

### **Creating Safe Workplaces**

Nissan employs its own safety management diagnostic methods, as well as a risk-assessment approach to workplace management, to create a more danger-free environment and help to prevent accidents through proactive inspections of facilities to identify potential dangers. We also bring trainees together from around the world to give them practical instruction in labor safety management.

In April 2007, we added "promotion of employee health" to the existing tenets related to occupational safety in our companywide declaration on workplace safety.

**Trends in Occupational Accidents (Total Accident Frequency Ratio)**



Total accident frequency ratio: total accident cases ÷ total working hours × 1 million  
 Source: Statistics on occupational accidents in the automobile industry (The Japan Automobile Manufacturers Association, Inc.)

**Global Sharing of Accident Information**

Unexpected accidents can sometimes occur at manufacturing plants, resulting in employee injuries. In such cases, the most pressing issue is to make every possible endeavor to ensure that a similar accident will not occur again. We continually work to prevent accidents through probing investigations to fully uncover the causes of any accident that has occurred and by sharing what we have learned with our global production bases.

**Work Safety Risk Management**

Since 2011 we have been systematically carrying out risk-prediction training at our plants in Japan to ensure that individual workers are aware of the risk of accidents and to help prevent accidents. This training cultivates appreciation of danger among workers, thus reducing their risk of work accidents. While this method has been in place for some time, we are endeavoring to increase its effectiveness through repeated application.

**Specialized Mental Healthcare**

Nissan has put together a specialized team led by a clinical psychiatrist to care for the mental health of employees. In fiscal 2005 we introduced a mental healthcare program, EAP (Employee Assistance Program), in cooperation with external mental healthcare specialists with the aim of providing employees with consistent care covering everything from prevention and early diagnosis to treatment and recovery. Since fiscal 2007 we have extended the program to include production-line workers, giving all employees in Japan and their family members access to mental-health professionals for consultations, diagnosis and counseling. We additionally offer specialized care programs that respect employee privacy, such as the yearly "Stress Check," through which employees receive advice from a doctor via e-mail or letter. In fiscal 2011 we expanded our mental health training with items that stress bolstering the mental health of individual employees. We are currently promoting mental health care from a wide range of approaches.

*Messages from Our Stakeholders*

**Making the Work-Life Balance a Reality**

**Sayuri Kurebayashi**

Global Product Communications Department  
Global Communications Division



Much of the work I handle is global in nature, so I'm frequently in contact with overseas offices, and our meetings can take place in the early morning hours or late at night in Japan due to time differences. Taking advantage of Nissan's systems to assist with childcare, such as reduced work hours and teleworking, allows me to work without big restrictions. The flexibility enables me to take my child to and from nursery school.

One of the things that make Nissan an attractive place to work is that nobody says "she can't go on overseas business trips because she has a child to take care of" or "this job can't be assigned to her because she is working shorter hours." Instead, we are given the choices on how we want to balance work and child-raising and systems are in place to support this. It's also thanks to the accepting attitudes of our coworkers and superiors toward using these systems that I can achieve my ideal balance of work and family responsibilities.

*Area Leaders' Messages*

**Diversity as a Driver for New Thinking**

**Rika Kiritake**

General Manager  
Diversity Development Office



As the global economy rapidly becomes more interconnected, we have an ever greater need for staff of different nationalities and cultural backgrounds, both male and female, younger and older, to create products that meet the needs of a diverse customer base. To advance the goal of diversity, Nissan provides support for women's career development and promotes intercultural understanding among its employees. In fiscal 2011 we worked to develop female leaders to take part in our decision-making processes, such as by participating in the Women's Forum Global Meeting in Deauville, France, aimed at the development of women who are vying for senior positions.

Today the ratio of women in management positions at Nissan in Japan is four times higher than it was seven years ago. In March 2012, Nissan won second prize at the 2012 J-Win Diversity Awards, presented by the Japan Women's Innovative Network.

We are also actively hosting seminars for our employees on cultural diversity related to developing markets like China and India.

Nissan aims to make diversity a fundamental part of its entire organization, from product development through to the sales front lines. We want to be a company where our employees contribute diverse ideas and perspectives, resulting in better, more creative ideas that add more value.