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Enhancing Value for Stakeholders

# With Our Employees

## A Bright Future Founded on Diversity

**Nissan believes that diversity is a vital source of strength. When diverse groups of people come together to develop innovative solutions to the issues we face, it results in better, more creative ideas that add value for our company. Fostering diversity and creating an environment to support it within Nissan are strategic imperatives.**

**As of March 2008, the number of people employed by Nissan and its affiliates stood at 180,535. We consider them to be our most valuable asset, and it is through their diversity that we equip ourselves to meet the diverse needs of our customers and achieve sustainable growth for all our stakeholders.**

### BUILDING TRUST THROUGH COMMUNICATION

#### Putting Employee Input to Use

Nissan regularly carries out surveys of its employees worldwide, gauging their attitudes and using these results to help improve the company's management and corporate culture. We analyze the results for the company as a whole as well as for individual regions and functions to measure employees' views on the jobs they do, as well as judging whether the results of earlier surveys have been put to effective use. We then formulate action plans to address specific needs.

In fiscal 2007 we put into action the results of the fiscal 2006 Nissan Value-Up Employee Survey, which was conducted in all of our business locations around the world as part of our Nissan Value-Up business plan, carrying out various improvement activities based on specific action plans for each business division.



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## Efficiently Sharing Information

Nissan's WIN (Workforce Integration @ Nissan) corporate intranet system, which we use to instantly and simultaneously broadcast key business information to our locations, is a valuable tool to promote information sharing and work-flow efficiency throughout the company. The introduction of web conference and collaborative workplace tools has also contributed to enhanced work efficiency. Further in this regard, we renewed our intranet system at the beginning of 2008 to make it an even easier way for Nissan employees to get the information they need right away.

WIN has been rolled out to our business offices in regions including Japan, North America and Europe, as well as to our major business partners, while future plans call for expanding the global network to include other areas where Nissan does business, such as Asia and Oceania. We are also planning an in-house social networking site as a communication tool that will let our employees collaboratively improve the work environment. This community-style website will help all members of our workforce create ties among themselves, forming new networks that will improve information sharing inside the company.



The home page of our WIN intranet system

## Opportunities for Employee-Executive Exchange

At Nissan, we believe that clear communication, between executives and employees as well as among employees themselves, is important to building mutual trust. One way in which we promote such communication is through opinion-exchange meetings involving executives and employees. In addition to providing managers with the opportunity to inform employees of the current situation of the company and to deliver management messages, these meetings give employees the chance to ask questions and voice their concerns in a direct and open manner. We plan to continue with such meetings as a means of keeping the lines of communication open and active.



CEO Carlos Ghosn exchanges opinions with employees at the Kyushu Plant.



CEO Carlos Ghosn exchanges opinions with employees at Nissan Technical Center North America, Inc.

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## Major Opinion-Exchange Meetings in Fiscal 2007

Date	Participating employees	Participating executives
2007 May	Nissan International S.A. employees	CEO Carlos Ghosn
May	Nissan Technical Center North America, Inc. employees	CEO Carlos Ghosn
May	Nissan Motor Co., Ltd. Oppama Plant employees	COO Toshiyuki Shiga
June	Nissan Motor Co., Ltd. R&D employees	CEO Carlos Ghosn, EVP Mitsuhiko Yamashita
June	Nissan Asia Pacific Pte., Ltd. and Nissan International Finance Singapore Pte., Ltd. employees	CEO Carlos Ghosn
June	Nissan LCV Business Unit employees	CEO Carlos Ghosn, CVP Andy Palmer
June	Siam Nissan Automobile Co., Ltd. employees	CEO Carlos Ghosn
July	Nissan Motor Co., Ltd. headquarters employees	CEO Carlos Ghosn
Aug.	Nissan Motor Co., Ltd. Yokohama Plant employees	COO Toshiyuki Shiga
Sept.	Nissan Motor Co., Ltd. Tochigi Plant employees	COO Toshiyuki Shiga
Nov.	Nissan Motor Co., Ltd. production supervisors	COO Toshiyuki Shiga, SVP Toshiharu Sakai, SVP Minoru Shinohara
Nov.	Nissan Motor Co., Ltd. Kyushu Plant employees, Fukuoka Prefecture dealership car-life advisors and technical advisors	CEO Carlos Ghosn
Nov.	Nissan Motor Co., Ltd. purchasing employees	CEO Carlos Ghosn, EVP Hiroto Saikawa, SVP Shigeo Shingyoji, CVP Yasuhiro Yamauchi
2008 Feb.	Nissan Motor Co., Ltd. Kyushu Plant employees	COO Toshiyuki Shiga
March	Tan Chong Motor Assemblies Sdn. Bhd. employees	CEO Carlos Ghosn

## NISSAN'S RESPECT FOR DIVERSITY

### Promoting Diversity as a Global Strategy

Diversity is a key component of Nissan's management strategies. In keeping with our commitment to promoting diversity, we established a Diversity Development Office (DDO) in Japan in October 2004. We are working together with human-resource departments and cross-functional teams in North America, Europe and the General Overseas Markets in a variety of ways to realize our common goal of achieving sustainable corporate growth while respecting diversity. The Diversity Steering Committee, headed by executives representing each business division, sets the direction and establishes strategies for promoting diversity throughout the company.

### Organization of the Diversity Steering Committee



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Not only does the DDO focus on finding ways to make full use of the talents of female employees, since fiscal 2006 it has been actively exploring ways to create higher value through cultural diversity, utilizing the cross-cultural nature of the Alliance formed with Renault in 1999.

### Utilizing the Talents of Women

Since fiscal 2004 the DDO has been working to find ways to utilize the talents of female employees. The following three areas form the cornerstones of these activities.

#### 1. Helping women develop their careers

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, making full use of the abilities of women in ways that increase value for customers is a key task. Nissan believes it is important for its female employees to take on positions of responsibility.

In addition to providing personalized support to female employees through individual counseling sessions with career advisors, the DDO organizes various career-management events, as well as training courses in which participants work with Nissan's human-resource departments to develop the skills they need to advance along their chosen career path. Moreover, interviews with senior female employees are posted on the corporate intranet system, offering further encouragement.



A consultation with a career advisor

#### 2. Helping employees strike a work-life balance

Nissan has implemented a variety of work arrangements to allow employees to effectively balance work with family responsibilities, such as childcare and nursing of elderly relatives. These arrangements include systems for pregnancy leave, reduced working hours for employees to provide childcare or nursing care and home-based telecommuting. We have also set up 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.



Nissan has been certified by the Japanese government as a company supporting the development of future generations.

#### 3. Nurturing a diversity mindset

Since 2005 we have encouraged employees to think about diversity in the workplace by hosting Nissan Diversity Forums at our business locations. In addition to hearing company managers explain the importance of diversity to Nissan's corporate strategy, employees also listen to guest lectures and take part in hands-on seminars to deepen their understanding of diversity and how they can reflect it in their own actions.

### Initiatives to Support Cultural Diversity

Nissan recognizes the necessity of utilizing to the fullest extent the strengths and abilities of its multinational and multicultural family of employees as the company develops its business



Company events give employees a chance to discuss cultural diversity issues.



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globally. We believe that Nissan's strength is the cross-cultural environment we have created since teaming up with Renault. We will continue to promote cultural diversity as a means of creating higher value through our cross-cultural alliance.

As part of our cultural diversity activities, since fiscal 2006 we have hosted intercultural exchange events to give our employees from different cultural backgrounds opportunities to meet and share experiences, which they can utilize in their business activities. We also organize training workshops to help employees deepen their understanding of the cultural backgrounds of their colleagues and learn about different styles of work.

### Diversity Activities Acclaimed Internationally

In January 2008 Nissan was recognized with the 2008 Catalyst Award, marking a milestone as the first company with headquarters in Asia to receive the award. This award is presented annually by Catalyst USA, a nonprofit research and advisory organization that for more than 40 years has been working globally with businesses to foster inclusive environments and expand women's opportunities. The Catalyst Award honors businesses and other organizations that achieve results through steps to boost the recruitment, development and advancement of women in managerial positions. Nissan received high acclaim for its use of the abilities of female employees in its business activities, as well as its great potential for influence globally.

Also in January 2008 Toyo Keizai Inc., a leading publisher and commentator on Japanese politics and economics, selected Nissan as the first recipient of the company's Diversity Award Grand Prize, which recognizes companies that promote diversity management, utilizing a diverse workforce as a valuable management resource.



Nissan receives the Toyo Keizai Diversity Award Grand Prize.



At the 2008 Catalyst Award ceremony

## SUPPORTING CAREER DESIGN

### Fair Evaluation of Individual Employees

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.

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## Assisting Employees in Career Design

Nissan encourages employees to “design their own careers” and actively supports their efforts in doing so. We provide opportunities for our employees to map out their own future by giving new hires just starting their careers the chance to choose what type of job they would like to pursue at Nissan, and also by hosting career-design seminars and workshops with the aim of helping workers clarify their mid- and long-term career visions.

After joining the company, employees can take advantage of our Shift Career System (SCS) and 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, while the OES allows them to apply for all openly advertised positions. During fiscal 2007 around 250 employees applied for some of the 360 open posts, with about 80 of them getting the positions they sought.

## Accumulating Specialized Knowledge for Development

Helping employees develop their own specialized skills over the medium to long term so that they can contribute to making wise management decisions is another strategy vital to sustainable growth at Nissan. We introduced the Nissan Expert Leader System as a means of helping select employees with world-class research skills and expertise to polish their talents and transfer such specialized skills to the next generation. In fiscal 2007 we designated as Expert Leaders 30 employees with exceptional skills spanning 82 fields of specialization.

While utilizing their expertise to contribute to Nissan’s business endeavors, the Expert Leaders also play a key role in the enhancement and advancement of their respective fields of specialization. In addition to sharing their knowledge with others using the company’s various communication tools, starting with the corporate intranet, they also help to nurture the next generation of leaders by passing on their specialized skills in seminars and training courses.



The kick-off meeting for the Nissan Expert Leader System

## CREATING A CULTURE OF LEARNING

### Providing Places of Learning

As an organization that continues to grow through constant learning, Nissan supports the growth of employees through systematic human-resource development and training. The act of learning is one in which people stretch themselves to develop whatever skills are lacking to

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create new value. We believe that a corporate culture of learning cannot be achieved without the motivation to take part in this value creation.

In addition to our training workshops and career-design seminars, we provide learning opportunities for employees with the Learning Navigation system on our intranet. This system lets employees search for information whenever they want to undergo training in specialized skills or management techniques, participate in e-learning programs, take distance-learning classes or attend outside lectures. We regularly update the site to provide employees with the information they need to increase their skills and build their career, meeting their growing thirst for knowledge.

We also established the Nissan Learning Center to further strengthen our human-resource development, bringing together in one place the various educational resources of our business divisions as well as our affiliates.

## Passing On the "Nissan DNA"

In 2005 we established the Nissan Learning Center Management Institute in Hakone, Kanagawa Prefecture. Here we foster innovation and pass the "Nissan DNA" on to the next generation by cultivating leadership rooted in the Nissan Way along with the specialized skills needed for future development.

The Management Institute contributes to creating Nissan value through a number of programs, including human-resource development seminars that provide leadership training to pass on the company's accumulated experience and knowledge to the next generation and cultural diversity workshops. Here we also host our Consortium Program, in which we invite other global companies to take part in cross-industry exchange.

Furthermore, the leaders of our business activities around the world who have taken part in our Nissan Way Workshops are now active in transmitting the Nissan Way—the crystallization of experience and knowledge gained through our company's revival—to all our employees.

## The Global Training Centers

In line with advancements toward globally standardized R&D, production and sales, developing human resources to achieve the best product quality possible at all of our production facilities around the world is an issue of vital importance. To address this issue, Nissan established Global Training Centers (GTCs) at its Oppama and Yokohama Plants in Kanagawa Prefecture, Japan, in fiscal 2006, and at its Sunderland Plant in the United Kingdom in fiscal 2007 to educate trainers who go on to share their knowledge at Nissan plants around the world.



A training session at the Management Institute



Employees polish their skills at a Global Training Center.

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Trainees are selected from among all employees at our production facilities worldwide and brought to the GTCs to take part in the Master Trainer Program. One of the standard training tools used at the GTCs is a visual manual produced in five different languages. Once they finish their training and become certified Master Trainers, they are ready to take on the task of instructing other employees at regional training centers using a globally standardized curriculum and materials. As of the end of March 2008 there were 455 Master Trainers working hard to pass on their technical skills to local employees at our plants worldwide.

## INCREASING WORKPLACE SAFETY

### Global Promotion of Workplace Improvements

In our manufacturing activities at Nissan, we strive to carry out "human-friendly production" based on the Nissan Production Way. In this pursuit we seek to improve the workplace environments of our facilities around the world through ergonomic science. We have introduced methods pioneered by our Alliance partner Renault to objectively gauge the difficulty and physical burden of workplace tasks. Based on our shared know-how, we are working to promote practices aimed at reducing worker burdens and boosting productivity. One example of this work-flow improvement is the "strike zone" approach, which provides a line worker with easy physical access to all needed parts, reducing stressful body positions and wasteful movement in the production process. By achieving an environment where all workers can concentrate on their tasks without undue stress, we are contributing to improved product quality.

Every year Nissan hosts a global conference on ergonomics and safety. This meeting provides an opportunity to share information from different countries on ways to improve workplace safety, leading to the introduction of production-line improvements at our facilities worldwide.

### Toward Safer, Healthier Workplaces

A company has the obligation to ensure the health and safety of its employees. In fiscal 2004 Nissan introduced a risk-assessment approach to workplace management aimed at preventing accidents by proactively inspecting 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 also included "promotion of employee health" in our companywide declaration on workplace safety as an addition to the existing tenets related to occupational safety.

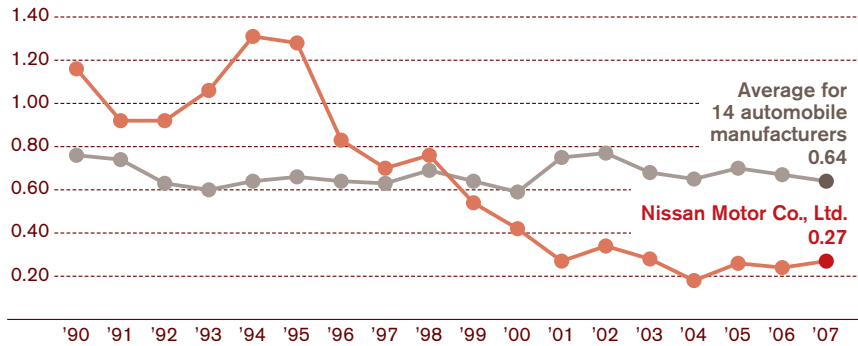


Workers had to squat to assemble parts before introduction of the "strike zone" approach (above); these stressful positions are no longer needed thanks to conveyors that can raise and lower the cars being worked on (below).



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## 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.)

## High-Quality Mental Healthcare

Recognizing the importance of caring for the mental health of employees, Nissan has put together a care team led by a psychiatrist. In fiscal 2005 Nissan introduced a mental healthcare program, Advantage EAP (Employee Assistance Program), in cooperation with external mental healthcare specialists, and in fiscal 2007 extended the program to include production-line workers. Now Nissan employees in Japan and their families are able to take advantage of this program and benefit from consultations with these care professionals. The EAP also operates an online counseling service called eMe. All these efforts emphasize the protection of patient confidentiality while providing top-quality mental healthcare to those who need it.

## The Battle Against HIV/AIDS

Protecting the health of employees is a vital task for a company pursuing sustainable growth. Nissan Motor Company South Africa (Pty.) Ltd. has since 1999 lived up to this responsibility through its HIV/AIDS Workplace Program, which was improved through the launch of an integrated Employee Wellness Program (EWP) in 2003. In addition to advocating wellness intervention through measures to prevent and manage HIV/AIDS, a health consultation service, HIV counseling and testing, and community outreach to support neighboring communities in their fight against HIV/AIDS, the EWP also promotes health measures among suppliers to Nissan S.A. In 2006 the company succeeded in raising the total percentage of employees who participated in Volunteer Counseling and Testing (VCT) from 21% to 52%. Efforts are being made to further increase this number, with the aim of achieving 100% participation by 2011.

### 日産自動車安全衛生基本方針

私たちは、トップから社員一人ひとりに至るまで、全員が人間尊重の考え方を共に認識しあい、職場環境の最適化、心身にわたる健康増進を積極的かつ継続的に進め、災害や疾病のない明るく活気ある職場づくりを推進する。

日産自動車株式会社 最高執行責任者(COO)

志賀 俊之

COO Toshiyuki Shiga's declaration on workplace safety



Nissan S.A. operates an Employee Wellness Program for its workers.

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In Japan, meanwhile, we are working under the guidance of the Ministry of Health, Labor and Welfare to distribute pamphlets to new employees and carry out educational activities to boost awareness of HIV/AIDS and its prevention. Nissan North America offers employees support in this area by arranging insurance coverage for HIV/AIDS in addition to mental healthcare and substance abuse treatment. The benefit levels are among the most competitive in the industry.

Messages from Our Stakeholders

**Growing Through Employee Diversity**



**Mitsuru Furuichi**  
Supplier Quality Assurance Group  
Total Customer Satisfaction Function  
Nissan Motor Co., Ltd. (Japan)

For more than three years up to March 2008 I promoted internal diversity in Nissan's Diversity Development Office. I sensed deeply that respect for individual differences was permeating more through the company every year. It was a period of growth for me personally, too, as I gained a better understanding of the significance of promoting diversity.

My current group works to improve the quality of parts we procure for our vehicles. The members of the group show

tremendous diversity in terms of gender, nationality and work experience in Nissan and elsewhere. This diversity is a huge advantage when it comes to creating mutually beneficial relationships with our suppliers around the world. I hope to contribute to Nissan's quality leadership by making use of this diversity to produce results.