

Nissan CSR Scorecard

The CSR Steering Committee uses our CSR scorecard as a tool to manage, review and validate our progress in each of eight key areas we have defined for CSR activities. The table below shows some of the values behind Nissan's present activities in these areas and the indices used in the scorecard to gauge our performance.

FY2010 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2008 (Result)	FY2009 (Result)	FY2010 (Target)	FY2010 (Result)	FY2011 (Target)	Long-Term Vision
Corporate Governance & Internal Control Nissan aims to conduct fair, impartial and efficient business activities, having a high degree of transparency and consistency by adhering to the applicable laws and corporate rules.	Establishment/ effective management of internal control system	Consolidated companies	Establishment/ global development of compliance promoting organizations and codes of conduct	Established a global evaluation system for prevention of noncompliance and a medium- to long-term action plan	Introduced internal reporting systems in each region	Establish mechanisms for prevention of noncompliance; improve mechanisms by implementing PDCA cycles	<ul style="list-style-type: none"> Clarified key tasks in each region and formulated action plans to advance activities to prevent noncompliance Disclosed Nissan's global code of conduct to outside parties worldwide 	<ul style="list-style-type: none"> Construct a system for clarifying compliance-related risks and for priority management Enhance problem-solving and follow-up capabilities by strengthening PDCA cycle (craft medium-term plan in each region for FY2011-13) 	A fully functioning framework (process) for the prevention of conduct violations
	Risk Management		Establishment/ global development of an effective risk management system	<ul style="list-style-type: none"> Implemented quakeproof construction/ earthquake drills; established BCP for primary products/ manufacturing processes To prepare for new flu pandemic, created/distributed pamphlets and manuals for employees including at overseas facilities; stockpiled emergency equipment Established a risk management website on the intranet 	<ul style="list-style-type: none"> Dealt with outbreak of H1N1 influenza and formulated BCP to prepare for higher absence ratio Recognized new risks emerging from recent financial crisis as corporate risk; appointed risk owners to investigate management methods and strengthen controls 	<ul style="list-style-type: none"> Enhance global coordination with respect to adoption of common risk management process Enhance disclosure of risk management 	<ul style="list-style-type: none"> Promoted common understanding among Global Headquarters and regional headquarters in the Americas and Europe regarding fundamental processes of risk management; exchanged related information with Renault Explained risk management initiatives in the Annual Report and Sustainability Report 	<ul style="list-style-type: none"> Review our response to the Great East Japan Earthquake and reflect results in the BCP Continue and enhance disclosure of information on our risk-management activities Continue and enhance benchmarking activities together with Renault 	Contribute to raising corporate value with a global risk management system; obtain better external understanding through appropriate information disclosure
	Information Security		Addressing personal data protection issues and establishment of stable information security	<ul style="list-style-type: none"> Completed principal reinforcement measures on personal data protection from Nissan to dealers respectively Deployed information security policy and reinforced management at primary affiliates 	<ul style="list-style-type: none"> Continuously monitored and improved status of compliance with measures to protect personal data at Nissan Motor Co. and sales companies Produced annual plan and implemented PDCA cycle for information security management at each major affiliate 	Maintain/raise level of information security management	<ul style="list-style-type: none"> Continually monitored compliance with policies to safeguard personal information at Nissan Motor Co. and its sales companies; verified levels had been maintained or improved Globally implemented an annual plan for information security management and confirmed its progress; verified levels had been maintained or improved 	Maintain/raise level of information security management	Contribute to pursuing stable corporate activities and social responsibility by globally implementing PDCA cycles on information security

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Economic Contribution	Suspension of Nissan GT 2012, Nissan's medium-term business plan, to concentrate on ameliorating performance	Consolidated companies	Consolidated net sales	¥8.4370 trillion	Attained positive free cash flow (¥375.5 billion); continued implementing recovery plan	¥8.2 trillion	¥8.7731 trillion	To be updated	Achieve growth with sustained profitability; continue providing long-term value to all stakeholders, including customers, shareholders, employees, business partners and regional communities
			Dividend	¥11/share	¥0/share	¥10/share	¥10/share	To be updated	
Quality	Score of external indicator that is most influential to customers	Global	[North America] Consumer Report	Target achieved for FY2008	Achieved nearly all FY2009 targets	Improve rankings of respective KPIs	Achieved nearly all FY2010 targets	Improve rankings in respective KPIs	Achieve top-level quality in all areas through quality improvements in products, services, brand and management
			[Europe] U.K.: <i>What Car?</i> Germany: <i>ADAC</i> Italy: <i>Quattroruote</i>	Italy: <i>Quattroruote</i> gave Qashqai high marks, placed it in top three picks	U.K.: Qashqai and Note earned high marks in <i>What Car?</i> Italy: Qashqai earned high marks in <i>Quattroruote</i> Germany: Qashqai and Note earned reputation for high reliability in <i>ADAC</i>			<ul style="list-style-type: none"> U.K.: Qashqai and Note earned high marks in <i>What Car?</i> Italy: Qashqai earned high marks in <i>Quattroruote</i> Germany: Qashqai and Note earned reputation for high reliability in <i>ADAC</i> 	
			[Other] China: J.D. Power Initial Quality Study South Africa: Pied Piper Prospect Satisfaction Index Brazil: <i>Quatro Rodas</i>	China JDP IQS: Teana No.1 in 2007 and 2008 (Upper Premium Midsize Segment), Tiida 2nd, Livina 3rd	China JDP/IQS: 4 models earned top 3 rankings South Africa PSI: 4 models in top ranking		China JDP/IQS: 3 models earned top 3 rankings		
	Achievement of Sales and Service Quality objectives, resulting in the highest levels of customer loyalty and service retention	Global	Customer satisfaction survey results relating to Sales and Service Quality in focus countries (Nissan and Infiniti)	Top-level achievements maintained in countries where Nissan was leading; new achievement of Top-Level Quality in Canada (sales quality, vs. major competitors)	Maintained position in all countries where Top Level Quality had previously been achieved; continued to improve position in all other countries in the focus group through initiatives, activities aimed at milestones for Top Level Sales and Service Quality	Continue Sales and Service Quality improvement through achievement of Top-Level Quality objectives in focus countries		Improvements carried out according to plan toward achievement of Top-Level Quality objectives	Continue Sales and Service Quality improvement through achievement of Top-Level Quality objectives in focus countries

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Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2008 (Result)	FY2009 (Result)	FY2010 (Result)	FY2010 Goals (NGP2010)	Long-Term Vision	
Environment Nissan aims to lead a social transformation aimed at bringing about a sustainable mobility society by reducing vehicles' environmental impact throughout their life cycle and expanding the lineup of effective green products and technologies.	Implementation and promotion of Nissan Green Program 2010 (NGP2010)	Reduction of CO ₂ emissions	Global	Releasing new models with low CO ₂ output	Released the clean diesel X-TRAIL 20GT in Japan; Livina capable of running on E100 fuel marketed in Brazil	Launched the Nissan ECO Series of environmentally conscious cars	Launched all-electric Nissan LEAF (Japan, US, Europe), Fuga Hybrid (Japan), Infiniti M Hybrid (US, Europe)	7% reduction (global per-unit CO ₂ emissions, compared with FY2005)	Reduce environmental impact and dependence to within the Earth's natural ability to absorb
			Global	CO ₂ reduction from all Nissan plants (FY2005 = 0, global per-vehicle CO ₂ emissions)	Achieved 10% reduction	Achieved 10% reduction	Achieved 18.6% reduction	7% reduction (global per-unit CO ₂ emissions, compared with FY2005)	
		Achievement of clean emissions (to preserve air, water and soil quality)	Nissan Motor Co., Ltd.	VOC emissions reduction in painting process in plants (FY2005 = 0)	1.0% increase in volume of VOC emissions in Japan	13% decrease in volume of VOC emissions in Japan	17.1% decrease in volume of VOC emissions in Japan	10% reduction from FY2005 (per unit, body + bumper)	
		Recycling of resources (promotion of the 3Rs)	Nissan Motor Co., Ltd. and consolidated companies (based on Nissan calculation standard)	Resource recovery rate	Achieved 100% recovery rate at five Nissan plants and one business office and at three affiliate factories (Japan)	Achieved 100% recovery rate at five Nissan plants and one business office and at five affiliate factories (Japan)	Achieved 100% recovery rate at five Nissan plants and two business offices and at five affiliate factories (Japan)	Achieve resource recovery rate of 100%	
			Nissan Motor Co., Ltd.	ELV (end-of-life vehicle) recovery rate	Achieved 95.7% recovery rate (Japan)	Achieved 96.6% recovery rate (Japan)	Achieved 97.0% recovery rate (Japan)	Achieve ELV recovery rate of 95% (5 years ahead of 2015 regulation)	

Note: Please see the detailed information on the NGP2010 activities on pp. 17-18.

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Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2008 (Result)	FY2009 (Result)	FY2010 (Target)	FY2010 (Result)	FY2011 (Target)	Long-Term Vision
Safety Nissan develops innovative technology and plays an active role in safety promotion, making the automobile society safer for all.	Establishment of quantitative reduction targets for Nissan-related traffic deaths, etc., real-world analysis of accidents to build safer cars and implementation of driver-education programs	Japan, U.S., Europe, other key regions	Reduction from 1995 levels in Nissan-related traffic deaths and injuries (Figures are available approx. one year later due to calculation based on publicly released data)	Japan: 49.6% U.S.: 42% U.K.: 57%	Japan: 53% U.S.: 48% U.K.: 56%	Develop and boost use of safety-related technologies based on Nissan Safety Shield approach to reduce fatal and serious injuries from previous FY, progressing toward ultimate goal	Figures to be calculated once data is released	Develop and boost use of safety-related technologies based on Nissan Safety Shield approach to reduce fatal and serious injuries from previous FY, progressing toward ultimate goal	Aim for ultimate goal of zero fatalities and serious injuries involving Nissan vehicles

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Employees Nissan aims to form an attractive organization where diverse human resources can achieve personal growth through experience in global business.	Build a learning-oriented corporate culture	Nissan Motor Co., Ltd.	Trainee satisfaction: Based on surveys of employees undergoing annual training courses. Scores (on a scale of 1 to 5) are the lowest of the averages for each course	4.2 or higher	4.5 or higher	Implement education programs to enhance competency. Maintain/upgrade satisfaction degree of attendees	4.5	Implement education programs to enhance competency; maintain/increase satisfaction of attendees	Create a learning-oriented corporate culture and a setup allowing individual employees to achieve personal growth
	Enhance management quality, employee motivation based on employee attitude surveys	Global	Improved scores for management quality, employee motivation; share of positive responses to questions in employee attitude surveys	Quality of Management: 46% Employee Motivation: 54%	Surveys not implemented in FY2009	Promote activities to enhance quality of management and revise corporate culture based on employee attitude surveys. Raise scores on quality of management/employee motivation	Quality of management: 50% Employee motivation: 57%	Promote activities to enhance quality of management and revise corporate culture based on employee attitude surveys; raise scores on quality of management/employee motivation	Improve quality of management and create an organization that inspires and enhances employee engagement
	Support for self-initiated career development	Nissan Motor Co., Ltd.	Number of successful applicants under Open Entry (employees can apply for advertised position openings) and Shift Career (employees can apply to the department or occupation of their choice, regardless of availability) Systems	83 (Open Entry and Shift Career Systems)	94 (Open Entry and Shift Career Systems)	Further advance assignment of employees to relevant positions based on Open Entry/Shift Career Systems	103 (Open Entry and Shift Career Systems)	Further advance assignment of employees to relevant positions via Open Entry/Shift Career Systems	Provide support for career development that emphasizes employees' self-initiative
	Creating safe and worry-free workplaces	Nissan Motor Co., Ltd.	Frequency of labor accidents (injuries or deaths per 1 million worker-hours)	0.19 and no serious accidents	0.37	0.20	0.43	0.27	Build and maintain safe, worry-free workplaces
			Intensity of labor accidents (Intensity=total working hours lost/total working hours x 1,000)	0.003	0	No serious accidents	0	No serious accidents	
	Promotion of diversity through active development, engagement with women	Global	Share of women in middle management and management positions	Japan (Nissan Motor): 5% North America: 10% Europe: 12%	Japan (Nissan Motor): 5% North America: 10% Europe: 13%	Maintain/increase share of women in middle management and management positions	Japan (Nissan Motor): 6% North America: 12% Europe: 14% Other: 11%	Japan (Nissan Motor): 6% North America: 13% Europe: 15% Other: 12%	Provide greater value to customers through diversity
			Employee survey score on diversity	Global 46%	Surveys not implemented in FY2009	Maintain/upgrade scores	Global 50%	Maintain/upgrade scores	
	Promotion of diversity through cross-cultural recruitment	Nissan Motor Co., Ltd.	Share of non-Japanese employees	1%	1%	Maintain/increase share of non-Japanese employees	1.0% (as of April 2010)	Maintain/upgrade share of non-Japanese employees	

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Value Chain Nissan promotes ethical, environmentally sound actions in all stages of the supply chain.	Reduce the environmental impact of products through green procurement activities	All primary suppliers to Renault-Nissan Purchasing Organization (RNPO; responsible for 100% of total Renault-Nissan procurement by value, April 2009)	Extent to which values and codes of conduct are shared with suppliers	<ul style="list-style-type: none"> Held suppliers' meeting on Nissan GT 2012 (May 2008) Held suppliers' meetings on sales, production plans for FY2009 (March, May 2009) Held monthly meetings to explain production plans, share information on rapidly changing environment with suppliers in a timely way 	Created "CSR Guidelines for Suppliers" with Renault in line with the CSR procurement activities of the Japan Automobile Manufacturers Association, and prepared to send them out	<ul style="list-style-type: none"> Together with Renault, spread "CSR Guidelines for Suppliers" from overseas site purchasing departments to suppliers Start MPA revisions that incorporate penalties for compliance infractions 	<ul style="list-style-type: none"> Worked with Renault to distribute "CSR Guidelines for Suppliers" from purchasing departments at operational sites to suppliers (from June) Carried out MPA revisions incorporating penalties for compliance infractions (from July) 	Boost CSR understanding and approaches among suppliers by continued video and other presentations on Nissan CSR activities at suppliers' meetings, etc.	Continually support suppliers' efforts to enhance their systems for CSR activities
	Reduce the environmental impact of products through green procurement activities	All primary suppliers around the world	Ascertaining compliance with Japan's green procurement guideline for environment-impacting substances in purchased parts, and promotion of such activities with regard to global guideline	Began deployment of "Nissan Green Purchasing Guidelines" in Europe	Held meetings with Thai suppliers to explain "Nissan Green Purchasing Guidelines"	Initiate deployment of "Nissan Green Purchasing Guidelines" in North America	Globally published "Nissan Green Purchasing Guidelines" on the website; initiated their deployment in North America	Give suppliers explanation of ways to improve activities to reduce their environmental impact	Reduce Nissan's environmental impact throughout the life cycle by establishing structures for suppliers; enhance management scope by extending activities to the whole value chain
	Promotion of CSR activities at sales companies	Sales Companies (Japan)	Share values and support voluntary activities	General Affairs and HR department managers meeting (November 2008)	Started introduction of a compliance self-assessment program at sales companies in Japan; at meetings of sales company executives in September 2009 and March 2010, shared information on latest compliance developments, offering support for sales company efforts	Revise content of self-assessment program to improve its effectiveness; work to spread use of program at sales companies	Further enhanced awareness of compliance through implementation of companywide self-assessment program	Continue implementing self-assessment program; hold regular events to exchange information (e.g. meetings between supplier representatives)	Assist sales companies' autonomous efforts
Philanthropy Nissan carries out social contribution activities as a corporate citizen, focusing on education, environmental awareness and humanitarian relief.	Clarification of Nissan's philanthropy policy, reinforcement of in-house organization and enhancement of philanthropic activities	Global	Clarification of Nissan's philanthropy policy and establishment of an in-house promotion organization	Launched "The Science of Survival," Nissan's first global environmental program; started exhibitions in London (April 2008) and New Jersey (October 2008); succeeded in communicating a consistent message globally	Continued to investigate global programs, but did not implement in FY2009. "The Science of Survival" was discontinued in June 2009 due to organizer's reasons	Begin consideration, partial implementation of social contribution programs to respond to societal needs through globally consistent activities	Launched joint projects with Habitat for Humanity, beginning in March 2010 in India and in March 2011 in Indonesia and Thailand	<ul style="list-style-type: none"> Enhance the 3 regional systems (Asia, AMIE, Americas) and strengthen management Develop new programs to assist "base of pyramid" Engage in dialogue with stakeholders twice per year as part of philanthropic activities 	Continually implement unique philanthropic programs centered on "support for education," "environmental awareness" and "humanitarian relief," balancing global perspectives with the most appropriate activities for each region