

Sustainability

Impressions from Nissan Management and Staff

Members of Nissan management and employees share their personal experiences and views on sustainability.



At Nissan, we are convinced that diversity is an asset and an opportunity. I believe diversity is a strength, both for moral and business reasons. My beliefs have been reinforced by my own life and

career, which have been characterized by diversity. I have a multicultural history since I was born in Brazil to parents of Lebanese descent, and I was educated in France. I came to Japan six years ago with management experience gained on three continents – seven years in Europe, four in South America and seven in North America. I have had the opportunity to live and work among people from many different cultures. In each place where I have lived, I have learned a great deal from my interactions with people who were not just like me, from people who looked at life from viewpoints that were very different from my own. So, from a social perspective, I have experienced firsthand the benefits of living and working among diverse peoples around the world. In Nissan today, we are working to further strengthen and improve the value we gain from diversity. For example, in Japan we are taking measures to become a more attractive company to women.

In other areas of the world, we empower people of diverse experiences, of diverse origins. Diversity is not just something we talk about; we act to make it a reality.

Carlos Ghosn
President and Chief Executive Officer



In my experience working with the General Overseas Market (GOM), there is something I always keep in mind: to learn about each market from the actual field and to act globally. The GOM has a variety of languages, cultures,

environments, social systems and religions depending on each country. It is important, I believe, to promote global activities on the basis of understanding and respect for that diversity. Even if we try to force our global rule based on the idea that the rule is a must, it is not so easy to make the rule stick, which may from time to time prevent a realization of a sustainable activity. When I was assigned to Indonesia, I was given an opportunity to be involved in the construction of a Nissan factory in a local industrial complex. At that time, we built a mosque at the factory site. Indonesia, as well known, has the world's largest Moslem population. The mosque was built in response to the request of the employees working in the factory. The mosque, in fact, became the largest building in the complex at that time, and was very much appreciated not only by the employees but also by neighboring residents. As a result, we were able to start up the production activity at the new factory quite smoothly. I believe that the important thing is to have a spirit of being a foreign company which is loved by people in the country and welcomed by the local community not only through observation of a country's laws and regulations but also showing respect for its culture and environment.

Toshiyuki Shiga
Chief Operating Officer

I joined a project to reconstruct the fatal accident that took place in a revolving door at Roppongi Hills, Tokyo, last year to investigate the root cause of the accident to prevent similar accidents. I provided the project with our know-how from vehicle safety development technologies including special dummy design. My experience with the project convinced me once again that we have to hold firmly onto the principle of humans first, no matter how technologies advance. Nissan is currently implementing a safety concept, "Safety Shield," and this concept enhances new technology implementations while emphasizing the driver's responsibility. I believe the revolving door accident reminded engineers of the relationship between humans and new technologies.



Takahiko Uchimura
Nissan Technical Center North America, Inc.
Technology Planning (USA)

In EUROPE, too, people are increasingly concerned with the environment and the social responsibility of business. "Sustainable development" will be a key task of this decade. We have to take actions toward sustainability and prove they are effective. Nissan has a lot of room for improvement too. For instance, the corporation is carrying out many good local activities, and it should now bring them together. It should persuade every single employee to work together for sustainability so that the whole corporation works towards sustainability. By undertaking such efforts, Nissan should be able to develop its potential even further. Each and every one of us should become a messenger of sustainability. I believe Nissan is a company where that is possible.



Marie-Francoise Damesin
Nissan Europe S.A.S.
Human Resources (France)

I have been working in Nissan for sixteen years and over the last five have experienced the corporation moving dramatically from a "near-death experience," so to speak, to restored "sustainability." We now have clear-cut targets to aim for, and we are increasing efficiency, thinking with consistency about how to create value, and taking on new challenges. In other words, we have become an organization that deserves the trust of our stakeholders. Just look at the attractive product lineup we are offering and developing; this proves that all the investments we have made recently are bearing fruit. I now believe Nissan has a strong future and can move forward with even greater trust of our customers and investors.



Russell Crossan
Nissan Europe S.A.S.
Quality Management (UK)

Design has the power to appeal to emotions and to change behavior. One could say that working with design is like facing a dilemma that never ends – and much the same could be said about sustainability. Balance is a keyword in its realization. Ultimately though, it is the customer who decides whether Nissan's balance is appropriate or not. The designer's mission is thus not to regard sustainability as some set rules to follow, but as a by-product achieved while creating the automobile which generates unique value for each customer and develops and strengthens sustainability as a result.



Satoru Tai
Nissan Design Europe, Ltd.
Design (UK)

All employees working together at our company are precious "human assets." The organization and management must let every single employee maximize his or her capacities and contribution. More specifically, this requires providing all possible opportunities for human resource development, including internal training and numerous other initiatives. Above anything else, I believe that what matters the most in helping an employee to reach his or her goal is reaching out together for the goal over and over again in everyday work, until such an effort becomes a part of his or her life.



Toshikazu Yoshida
Nissan Financial Services Co., Ltd.
Compliance (Japan)

We are involved in many activities to help support children's education, to preserve the natural environment, and so on, and we have received many letters of gratitude for these initiatives. Those letters motivate Nissan employees to work in service of society even more. In a way, the activities contributing to the local community are similar to parenting. We help, encourage, and nurture kids. Some of the children we are helping might someday grow up to be our customers. I believe in the lasting relationship of growing up together.



Maureen Eve Nair
Nissan Motor Manufacturing (UK) Ltd.
Corporate Citizenship Activities (UK)

Soon after joining Nissan, I was involved in overseas sales. Then, a senior co-worker of mine said, "Our work affects our distributors in the country as well as the life of every single employee at the distributors. Don't forget these facts. Whether the country's market is large or small, you have to keep in mind that your work affects many people in many ways." This remark taught me about the heavy social responsibilities we carry, and now I am teaching the same message to my younger co-workers in my current work of human resource development.



Yoshimi Shida
Nissan Motor Co., Ltd.
Diversity Development (Japan)

The mission of Product Planning is to do everything we can to provide new value that satisfies customers. "Customers first" is a principle of our business. My responsibility is to identify what Nissan can provide anew to China, the market I am appointed to work on. In China, where economic development has led to widespread motorization, I strongly feel the importance of safety and environmental protection. China still has countless rivers, lakes, and other beautiful nature in abundance. There is a trend in the nation towards cooperation between businesses, local communities, and the national and local governments in China to preserve the nation's beautiful nature. The global introduction of technologies for safety and environmental protection is, I believe, one way in which Nissan can provide new value.



Junichi Fukumoto
Dongfeng Motor Co., Ltd.
Product Planning (China)

At Nissan we have a very clear and strong social orientation.

Our vision, enriching people lives, is a powerful statement and a big responsibility for all of us.

Nissan personnel are willing to participate when they are required. One of our biggest challenges, as an organization, is looking for creative ways to leave a better tomorrow to our children.

I am happy and proud to see our workers' response to the different initiatives we have conducted at Nissan Mexicana.

The moment of truth: the look of satisfaction in people's eyes after each goal is accomplished.



Diego Arrazola

Nissan Mexicana, S.A. de C.V.

Corporate Communications (Mexico)

As I worked on creating the Values Reference Manual for the "Nissan Management Way,"

I strongly felt that while there are several ways to increase "value," the starting point is

always "employee value." The value of each employee should link up and generate synergies rather than existing separately. This will gradually enable the creation of "value for society." The expansion of such a positive cycle is, I believe, exactly what sustainability means.



Kazuhiro Konba

Nissan Motor Co., Ltd.

Learning (Japan)

In Brazil, the dryness of certain regions creates serious nutritional and health issues. Its continental dimensions and isolation contribute to difficulty of social inclusion and access to

all kinds of resources, corporate social responsibility has a very important role in the attempt of minimizing social risks.

Nissan do Brasil is engaged in a social project that contributes to nurturing, clothing and distributing hygiene products to poor communities. Our vehicles are used as important tools bringing hope for people with all kinds of necessities. The best thing is that you see the results of your work in the face of the people you help.

Knowing that the children that we help today will become conscious and responsible adults is an incommensurable feeling.



Patricia Coelho

Nissan do Brasil Automóveis Ltda.

Commercial Information Analyst (Brazil)

From my standpoint, as a health and safety advisor, sustainability means maintaining employees health in the long term. This requires a partnership between the company and its employees.



Fortunately, NMUK has never had a single fatal accident since production commenced 20 years ago. We do everything we can to prevent accidents, and have made accident reduction a key priority. In addition work stations are assessed, to prioritise efforts to reduce accumulated fatigue. While these corporate efforts are necessary to support good health, it is crucial that employees play their part in taking good care of themselves and working safely.

Colin Adderley

Nissan Motor Manufacturing (UK) Ltd.

Occupational Safety and Health (UK)

We live in one of the most multi-cultural countries in the world and in order to be successful, it is essential for us to understand and recognize individual and cultural differences. Over the last few years, we have been very involved with Nissan North America, Inc. in the Synergy project which was implemented to create efficiencies for both organizations by identifying best practices. On the one hand, the needs and demands of the consumer in our marketplace dictate that we must respect the Canadian reality yet Synergy appeared to suppress the need for diversity. Although the two concepts appeared to be at odds, we quickly began to see the advantages of synergy and realized that striking the right balance between the two would be very beneficial to us. Synergy allows us to more readily focus on building the core of our business and frees us to concentrate our resources on the consumer.



Donna Trawinski
Nissan Canada, Inc.
Corporate Communications (Canada)

For us to truly to make our potential come to life, each and every one of us has to be closely knit together in work, not standing alone. I am involved in trial production at the Kyushu Plant. Whether it is a brand-new car or a minor-change model, we follow our design philosophy and join hands to produce cars for the mass-market that meet customers' needs. And I am proud of what I am doing at work. I want to continue this good work to keep providing products that satisfy customers.



Takayuki Sako
Nissan Motor Co., Ltd.
Kyushu Plant (Japan)

A blue sky, the wide ocean, a white lighthouse and warehouses made of red bricks. Although the sea always reminds us of such fantastic images, the environmental problems are becoming an issue for the sea as they are for the land. A special vessel for transporting large numbers of vehicles uses a lot of energy to move its huge body. International regulations on marine pollution have just started to come into effect. As one of the persons involved in vessel operations, I would like to be engaged in the work to build a well-balanced system with economic efficiency in order both to protect our precious earth and to maintain a safe environment for our children.



Takashi Yamaura
Nissan Motor Car Carrier Co., Ltd.
Marine Technology (Japan)

As an area manager working on the Maxima trim line, I'm proud to build Nissan's flagship vehicle. The technicians in my area and I aren't just building the Maxima for today, we're building it for the long term. And even though the customer may never see some of the specific parts installed on our line they are some of the most critical parts, like airbag components and seatbelts, that must be installed correctly every time. We place great value in our work because out on the trim line we are constantly reminded of safety and customer satisfaction in the Maximas we produce. Because of this, we recognize the importance of building the Maxima right the first time to last a long time.



Charles Lester
Nissan North America, Inc.
Smyrna Plant, Maxima Trim and Chassis (USA)

I am very excited about the future of Nissan. It's refreshing for me to work for a company that sets such aggressive goals and works so diligently to achieve them. The goals and objectives set forth in Value-Up challenges us globally to focus on all aspects of the business that we're directly responsible for and/or influence. I think the long-term sustainability of Nissan will be rooted in our ability to consistently achieve the following: promote innovation into our processes, develop as a team, and manufacture high quality, low cost vehicles.



Chevron Blond
Nissan North America, Inc.
Canton Plant, Engineering (USA)

My job is to deliver satisfaction and a sense of trust to customers in the form of selling quality cars. It is said that the best time for a salesperson is when the customer signs an order, and that for the customer it is when the car is delivered. This subtle gap can create problems. We salespeople are "messengers" that deliver "Nissan cars," which are expected to meet the many expectations and needs of customers. To precisely meet these, we first have to learn to see things from the customers' viewpoints. The relationship that grows out of this process is invaluable to Nissan, and it is this "sustainability" for which I aim.



Michiko Katagiri
Nissan Prince Tokyo Sales Co., Ltd.
Car-life Adviser (Japan)

As part of my job, I am often asked to lecture outside the company. On such occasions I often consider "what information a corporation can provide." Of course, we cannot disclose the know-how of products in development, but apart from this, I believe we should be as open as at all possible. It is only if each employee, as a part of day-to-day conduct, takes an open attitude to society that our stakeholders will look at us as a "company that is easy to understand." This will lead to a culture in which opinions can be freely exchanged both within the company and with external stakeholders, and this, in turn, will help vitalize our company. This is also a form of sustainability driven forward by awareness changes in each individual.



Koji Takei
Nissan Motor Co., Ltd.
Nissan Production Way Promotion (Japan)

From fiscal year 2005, Calsonic Kansei included the "continuous pursuit of quality" in our corporate vision. Based on this vision, we interact directly with our stakeholders, and through the pursuit of quality in products, people and services, we aim to realize "higher value." "Raising efficiency - raising quality - raising value - increasing profits" - this positive spiral to us is the very essence of sustainability.



Takashi Kirihara
Calsonic Kansei Corporation
Corporate Office (Japan)
