



KEY CSR AREAS

Employees — Fostering Individuality

The diversity of Nissan's employees is the driving force enabling us to meet the varied needs of our customers and to maintain sustainable growth. Our employees create greater value by sharing their knowledge, based on their individual experiences and different ways of thinking, in response to the various challenges we all face.

To achieve greater business results while continuously creating new value, with our focus constantly on the customer, we have outlined five "mindsets" and five "actions" to serve as a code of conduct for all employees worldwide.

Five Environments Supporting the Nissan Way

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.



■ The Nissan Way

Action Guidelines for All Our Employees

Through Nissan's Alliance with Renault, we have developed a corporate culture that creates new values while respecting different cultures and diversity. The Nissan Way, the crystallization of our business principles, was developed based on the thinking that we could apply what we have learned in that process to our corporate activities to help ensure our future growth. It outlines five "mindsets" and five "actions" to guide our achievement of greater results while we continuously create new value with a steady focus on the customer. The Nissan Way has been made available in eight languages (Japanese, English, French, Chinese, German, Spanish, Dutch and Russian) for our employees worldwide. Building on these principles, we emphasize the idea that "the power comes from inside." We encourage employees to think about what they can do individually with the belief that their efforts to overcome challenges are the driving force for Nissan's growth.

"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 towards 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?

■ Nissan's Respect for Diversity



Diversity as a Corporate Strategy

Fostering diversity is an important management strategy at Nissan. We established a 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.

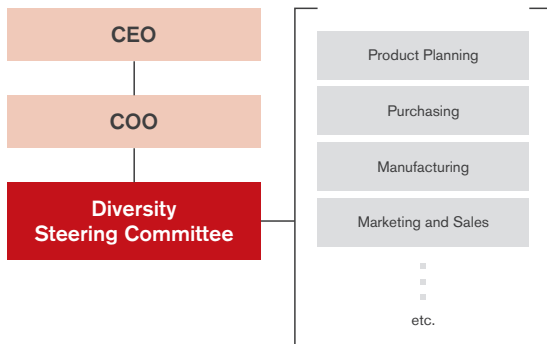
The DDO aims to leverage workplace diversity for the company's competitive advantage by focusing on ways to make full use of the talents of female employees while also actively exploring ways to create higher value through cultural diversity, utilizing the cross-cultural nature of the Alliance formed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

Nissan requires all 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.



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

Organization of the Diversity Steering Committee



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 works with Nissan's human-resource divisions to organize 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.

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.

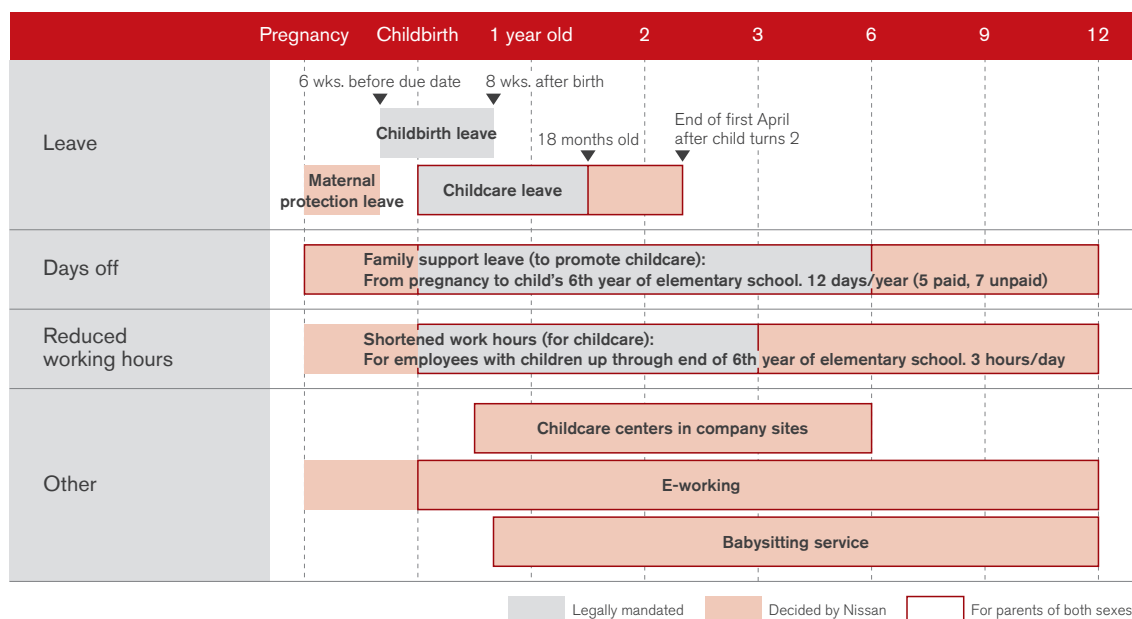


Nissan proudly takes part in the Work-Life Balance Promotion Project of Japan's Ministry of Health, Labor and Welfare. (Japanese website) <http://www.mhlw.go.jp/bunya/roudoukijun/sigoto-seikatu/index.html>

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.

Support Systems for Childbirth and Childcare (Japan)



Messages from Our Stakeholders

March Land: Making It Possible to Balance Work and Childcare

Kumi Hatsukano
 Planning and Advanced Engineering
 Development Division
 Advanced Vehicle Engineering Department
 Nissan Motor Co., Ltd.



I've been using March Land, Nissan's in-house daycare facility, since six months after my child (now five years old) was born. My husband is a Nissan employee too, and the three of us commute to work by car. Plenty of men make use of the March Land facility, and many drop off and pick up their children at the center every day. Some female employees incorporate the facility into their own work style by using it alongside Nissan's reduced-hours system for mothers with young children.

Without March Land, I wouldn't be able to lead the life I have now. In our case, our basic hours are eight in the morning to eight at night, but it is a great help to know that the center will look after our child until ten at night if we need to stay late for a meeting. And because the facility is onsite, it is even possible with a little effort to breastfeed during the working day. The facility's opening times coincide with company hours, so that you can always depend on the center to be open if you have to work weekends or on a public holiday. More than anything, though, my husband and I have been extremely impressed by the nursery staff and the high standards of care they provide. Our child seems to like it too—often protesting "I don't want to go home yet!" at the end of the day.

Of course, it is not March Land alone but the understanding of everyone in the workplace that makes it possible to balance work and childcare in this way.



Keeping Workers Connected While on Leave (Japan)

Nissan provides computers to employees upon request to allow them to access the corporate intranet and get information on the company from home while they are on leave for child or nursing care. Employees who have taken advantage of this system say it helped them to remain in the loop and to return smoothly to their tasks once the leave period ended.

Female Employees Meet Diverse Customer Needs

In Japan's automobile industry, the ratio of women in the workforce remains low. This situation does not reflect the reality of the consumer market, though, where women are deeply involved in the car purchasing process. Around a third of all vehicles sold in Japan each year are purchased by women, and in another third of cases a woman is involved in the buying decision; women thus play a role in at least two thirds of all car purchases. Nissan actively trains women to meet the demands presented by this situation and to reflect society's diversity in its own operations. In fiscal 2010, the ratio of female car-life advisors (CAs) was 6%, roughly twice the ratio in fiscal 2003, and the ratio of female technical advisors (TAs) had also climbed to 12%, about twice the fiscal 2003 ratio.

Nissan is currently increasing the opportunities at domestic dealers for female CAs and TAs to put forward car-life proposals incorporating a female perspective through activities that include study meetings for female CAs and TAs to discuss ideas together.

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.

We organize cross-cultural training workshops to help employees better understand different cultures, thereby entrenching cultural diversity as a lasting part of our corporate culture.

Enhanced Diversity in the Workplace (Americas)

Nissan North America (NNA) 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.

Nissan's Diversity Mindset

Nissan has been holding diversity workshops in Japan since 2005 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.

■ **Supporting Career Design**



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 January 2011, 155 employees had applied for 124 open posts during fiscal 2010, and 53 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 2010, the system's fifth year, we designated 46 employees as Expert Leaders and two management-level employees as Nissan Fellows in a total of 94 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.

■ **Creating 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.

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. In the Americas, for example, a number of leadership training programs are in place to enhance management quality.

Global Comparison of Plant Competitiveness

Since 2005, Nissan has been working to compare the competitiveness of its production plants all around the world, benchmarking them according to such indices as facility operating ratio, defective parts ratio and ratio of delivery deadlines met. At present we are able to check the key data for 24 of these indices from any plant around the world at any time. This boosts our employees' interest in aiming for higher quality and readiness to learn from one another, thus producing fresh ideas for improvement and bringing new energy to the plants' efforts. As a result, Nissan's global manufacturing competitiveness is rising to new levels.

■ 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 around the world 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 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 200 communities registered in the service. For instance, in one community titled "Office supply reuse activities," launched in fiscal 2010, members shared information on supplies they no longer needed, helping get them transferred to places where they would be put to use, rather than discarded. This is boosting eco-consciousness among employees and leading to cost-cutting measures.

At the end of fiscal 2010, we also launched an English-language version of N-Square for employees who communicate in that language.

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. We plan to continue these meetings as an important channel for active communication.

■ 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 revised our safety standards that differed among our global sites, creating a single unified set of standards to be shared worldwide. We also standardized our safety key performance indicators on a global basis. We utilize them each quarter to monitor and report on safety performance for each area where we do business.

Improved Production-Line Environments

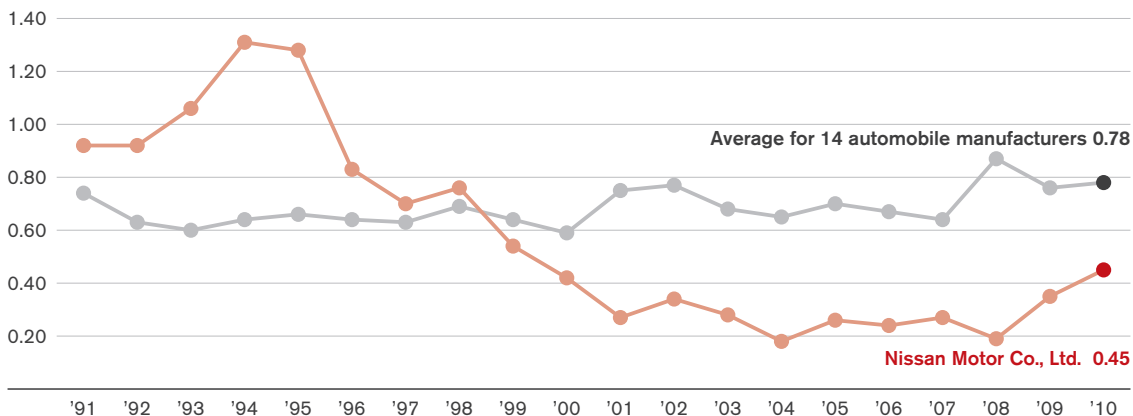
Nissan seeks to fulfill the company's mission of engaging in "human-friendly production" by improving the workplace environments of its manufacturing facilities worldwide through ergonomics—the science of designing the job, equipment and workplace to fit the worker. This begins early in the product design stage when engineering, manufacturing and support groups collaborate to assure ideal ergonomic standards are met. We took a big step in this direction by introducing methods pioneered by our Alliance partner Renault to objectively gauge the difficulty and physical burden of workplace tasks. Utilizing our shared know-how, we are working to promote practices aimed at reducing worker burdens and increasing productivity. One such example 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. In creating an environment where all workers can concentrate on their tasks without undue stress, we are contributing to improved product quality and increased productivity.

Creating Safe Workplaces

Nissan employs its own safety management diagnostic methods, as well as a risk-assessment approach to workplace management introduced in fiscal 2004, to create a danger-free environment and 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.)



Safety Activities in India

At Renault-Nissan Automotive India Private Limited, various activities are underway with the goal of creating a human-friendly production plant designed around the concepts of employee health and safety. In fiscal 2010, we implemented basic and advanced safety training for all employees, including contractors. We also carried out inspections of facilities and processes before the launch of volume production, regular fire prevention patrols, drills to prepare for fires and other disasters and information sharing on the lessons learned from investigations of all accidents, no matter how minor. These activities have produced solid results. All managers and employees are on the same page with respect to workplace safety and ready to make further strides in this area.

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, Advantage 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. In fiscal 2007 we 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 eMe mental health checkups, through which employees receive advice from the doctor via e-mail or letters. We have also been providing mental-health management training for managers to help them give emotional support to subordinates. In fiscal 2009 we changed this to a topic-specific program separated into "preventive measures" and "response measures," allowing managers to select the sessions that best suit their needs.

Employee Health Promotion

Nissan North America (NNA) has introduced the LiveWell initiative to help employees manage their personal health. This is a free health-improvement program open to all employees that provides targeted individual support for reducing such health risks as stress and weight gain; for preventing asthma, diabetes and other chronic diseases; and for improving maternal health during pregnancy. Another component is consumer-driven health plans that allow NNA employees to take a more active role in managing their own and their family members' health.

At Nissan Motor Manufacturing (UK) Ltd., meanwhile, management has set up an on-site medical treatment facility. Here employees have handy access to medical care as well as to courses of treatment including therapy to help them quit smoking.

Area Leaders' Messages



Miyuki Takahashi

General Manager
Diversity Development Office

Innovation through Diversity

As globalization continues to accelerate, companies need human resources representing different age groups, genders, cultures and nationalities to create products that meet customers' diverse needs. To encourage diversity Nissan provides support for the career development of female employees and promotes cross-cultural understanding. The percentage of managerial roles filled by women increased from 1.6% in 2004 to 5.3% in 2010. (The average for the Japanese manufacturing industry is 2.8%.) We also energetically conduct cultural seminars on emerging markets like China and India. We aim to spread diversity in all stages of our operations, from production to the sales front, and to continue generating innovative ideas by synergizing a variety of opinions.