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## 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.



### OUR PRIORITIES

### KEY FIGURES

Consolidated number of employees	<b>160,530</b>
Ratio of managerial posts filled by women (global)	<b>10.3%</b>
Turnover ratio (Nissan Motor Co., Ltd.)	<b>3.9%</b>

 GRI G3 Indicators  
▶ 2.8/LA2/LA13

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### NISSAN'S APPROACH TO EMPLOYEE ISSUES

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.

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?

### FISCAL 2012 PERFORMANCE

- Received multiple awards in Japan for our diversity efforts
- Successful applicants for Open Entry System to support career development: 89 (in Nissan Motor Co., Ltd.)
- Total accident frequency ratio: 0.31

### FUTURE MEASURES

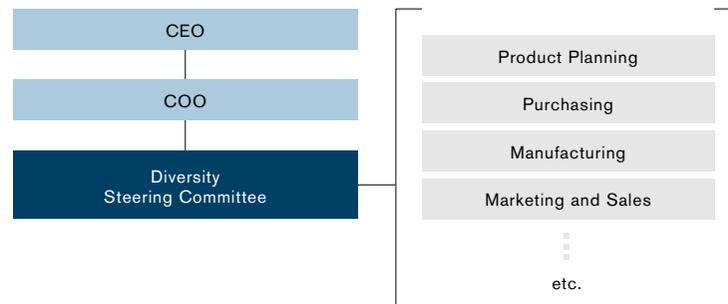
- Raise global ratio of women in managerial posts to 14% by 2017
- Worldwide efforts to enhance strategic human-resource training
- Continuation and improvement of open opinion exchange between managers and employees

### COMPANY ORGANIZATIONS FOR EMPLOYEE ISSUES

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.

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Organization of the Diversity Steering Committee



**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.**

**Diversity as a Corporate Strategy**

At Nissan, we believe that diversity is a source of strength. When employees from diverse backgrounds—from gender and nationality to culture, age, academic background and lifestyle—contribute their ideas and perspectives, the result is better, more creative solutions and higher value.

Our diversity-oriented mindset rests at the foundation of our business strategy, where it supports our efforts to leverage workplace diversity in the twin areas of gender and culture. We seek to make full use of the talents of female employees while also actively exploring ways to create higher value through cultural diversity, in particular by utilizing the cross-cultural nature of the Alliance formed with Renault in 1999.

**Global Initiatives to Utilize the Talents of Women**

Since fiscal 2004 the Diversity Development Office (DDO) has been concentrating its efforts in the following two areas as a means of better utilizing female employees' abilities.

**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.

At Nissan in Japan, women comprise 4% of senior-level managers (as of April 2012), up from 2% in 2008, and a total of 6.7% of manager-level and higher positions are filled by women. This compares favorably to the average of 2.9% for Japanese companies with 5,000 or more employees (according to 2011 statistics from Japan's Ministry of Health, Labor and Welfare).

As of April 2012, women fill 10% of the manager-level and higher positions at Nissan globally, up from 7% in 2008. The ratio is 7% for Nissan's senior-level managers globally, nearly double the 4% ratio from four years ago. Nissan does not view these figures as simple numerical targets to meet and improve; no candidates are selected for managerial posts because of their gender. Rather, we focus on boosting women's presence in all levels of management, carrying out training to ensure that top candidates will be ready to take on greater responsibility.

We support women's career development in every region where we do business. In Japan, the DDO provides personalized support to female employees through individual counseling sessions with career advisors. The office 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 our corporate intranet to offer further encouragement. The DDO promotes young female employees' proactive networking activities aimed at increasing their contact with women outside the company, thus providing fresh stimulation, and with women who have risen into management roles in Nissan, who share their experiences in a valuable educational setting.

In the Americas, Nissan has implemented mentoring for women in the workplace and other outreach programs to encourage young women to consider careers in technical fields. These programs have seen participation by numerous employees at Nissan North America, Inc. (NNA), Nissan Canada Inc. (NCI), the Nissan Technology Center North America (NTCNA) and Nissan Mexicana, S.A. de C.V. (NMEX). Nissan recently partnered with

► website

Click here for more information on Nissan's diversity.

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Microsoft on “DigiGirلز,” a one-day event in which high-school-aged girls participated in activities designed to expose them to the specific ways Nissan uses technology to create and market its innovative products.

In the AMIE region (Africa, Middle East, India, Europe), we ensure female representation in all development programs. The Women@Nissan network also supports our diversity strategy by organizing various events to provide networking opportunities.

In Asia, we pursue a range of activities to promote diversity and women’s career development. Through discussion sessions bringing female employees together with the CEO and sessions for young female workers to come together with women in senior positions, Nissan aims to deepen its culture of respect for diversity.

**2. Women’s input from the planning to sales stages**

Nissan must meet the diverse needs of customers globally. For example, in Japan, 30% of all cars are purchased by women, while roughly another 30% are purchased by a man with input from a woman, meaning that women participate in nearly two-thirds of vehicle purchase decisions. This makes it important to reflect our female employees’ views in all stages of our business, from the development of new vehicles through their manufacture and sales.

Models like the Nissan Note, our global compact car, have benefited from recommendations to adjust the rear door’s opening angle to make it easier for both men and women to access child seats there. In the assembly stage, meanwhile, 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. As a result, the assembly lines have been optimized for both men and women, young and old—and thus, more efficient.

Nissan sales staff must be prepared to respond to the needs and questions of men and women customers alike. As both male and female customers report higher satisfaction with our female CAs, or car-life advisors, we are working to improve the work environment and carry out ongoing training to give these women employees more room to succeed.

**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 are working to make cultural diversity an integral part of our corporate culture. A vital part of our success as a company rests on ensuring that people are welcome no matter where they come from, what language they speak, how old they are or what their background or training is. We judge people only on their contributions and loyalty to the company. Nissan’s top decision-makers, for example, often have different citizenship from the place where the company is headquartered, as can be seen from the company’s Executive Committee, which is 50% Japanese and 50% non-Japanese.

The rewards of this approach are clear. The more diverse the group that is working to develop the solution, the more creative, detailed and successful that solution will be. For Nissan, diversity is a key element of corporate strategy that helps produce solutions for the issues that we face today and in the future.

To help Nissan’s people utilize cultural differences as a source of strength, we have designed our e-learning program as a course open to anyone at any time. In Japan, for example, this 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 presents CEO diversity messages and carries out regional diversity events and diversity training for its employees all around the world. In fiscal 2012 we held a small town-hall-style meeting where the CEO discussed diversity directly with Nissan employees of diverse nationalities, genders and ages at our Global Headquarters. All employees can watch the video posted on the intranet site to learn about the company’s diversity vision.

In Japan, as part of the company’s managerial training program we hold workshops that help participants understand the importance of diversity, learn how to best utilize employee diversity and think about how diversity can

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be useful in the company's business activities. We invite guest speakers from companies well-known for their diversity development to events to encourage our managers and to provide tips on diversity management. In addition, Nissan executives post articles on the company intranet discussing their views on diversity as well as their own personal experiences. These personalized messages from management encourage the development of a diversity mindset among our employees.

In the United States, a program of guest executive seminars brings leaders of other companies to share their insight with Nissan managers and employees. We have actively arranged presentations on diversity-related themes in particular, bringing noted corporate officers and authors to explain how diversity can be a channel for innovative solutions to a broad range of issues companies face today.

In the AMIE region, we have designed a "multicultural effectiveness training" program to raise awareness of cultural differences and to support all employees working in a multicultural environment.

**Work-Life Balance for Employees (Japan)**

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 "March Land" daycare centers. The first March Land, at our Technical Center in Atsugi, Kanagawa Prefecture, was followed in fiscal 2012 by daycare facilities at the Nissan Global Information System Center and at our Global Headquarters.

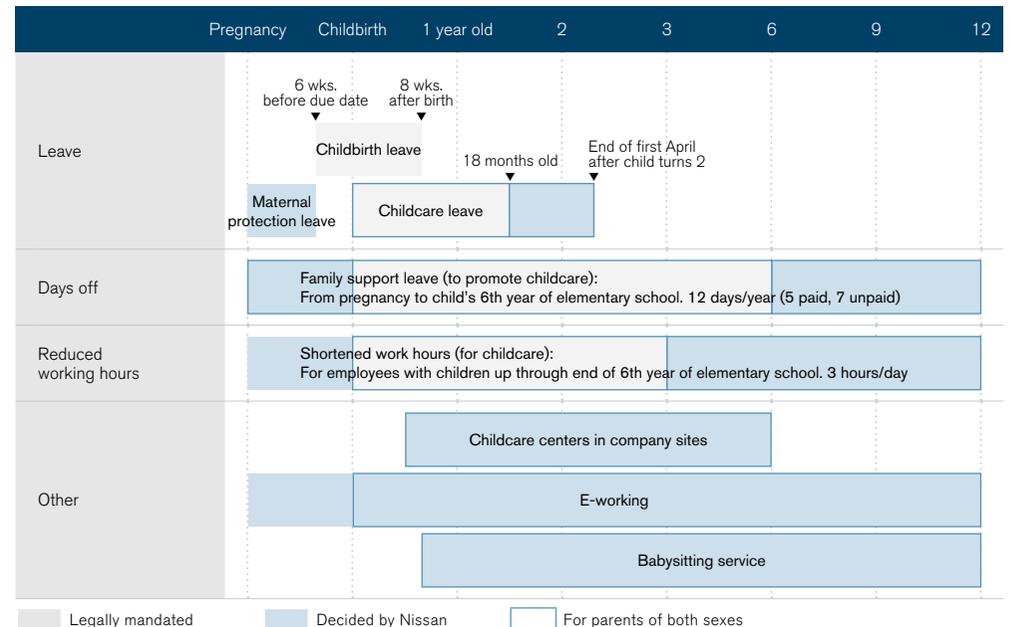
Nissan has been recognized by the Japanese government as a corporation actively promoting childcare support, successfully implementing programs to achieve the goals set forth in the action plan of the Ministry of Health, Labor and Welfare based on an April 2005 law outlining measures to support the development of future generations.

In 2011 we launched our "returnee seminars" to enable employees coming back to work after childcare leave to make a proactive return to work with the full understanding and cooperation of those around them. These seminars were popular once again in fiscal 2012. Our employees also continue to use the internal social networking site "Work/Life Park" for sharing information to support the balance between their career and childcare needs.

» website

Nissan proudly takes part in the Work-Life Balance Promotion Project of Japan's Ministry of Health, Labor and Welfare. (Japanese website)

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



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**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. We have also established Diversity Committees at several locations. These committees work closely with regional management to provide programming supporting cultural awareness through various activities and functions.

NNA has 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. There are currently 11 BSTs across the region, including the Women's BST (WBST), the first such group, which was established in 2007. This was followed in 2009 by the creation of the Multicultural BST (MBST), which aims to enhance the company's consumer-relations capabilities through cross-cultural communications and awareness. There are also BSTs supporting generational, veterans and wellness diversity initiatives to provide support to Nissan's diverse workforce.

These BSTs are operated from our North American headquarters in Nashville, our R&D facility located in Farmington Hills, Michigan, and the Dallas-based Nissan Motor Acceptance Corporation, as well as at our production facilities in Smyrna and Decherd, Tennessee and Canton, Mississippi.

**Recognition for Our Efforts**

Nissan's efforts to enhance its diversity and the value it places on a diverse workforce have not gone unnoticed. In 2008 we won the Catalyst Award for our initiatives to support and advance women in business. Catalyst, a nonprofit advisory organization dedicated to expanding opportunities for women and building inclusive work environments, noted our efforts to give women key decision-making roles and the global impact of this proactive approach. We were the first company headquartered in Asia, as well as the first automaker, to receive this award.

In the same year, the Japanese business publisher Toyo Keizai gave Nissan the grand prize in its first annual Diversity Management Awards. The six members of the selection committee were unanimous in their recognition of our commitment to diversity at the executive level, our clear positioning of diversity as a means of addressing issues facing the company and our appropriate, effective information disclosure.

In 2013, we took the grand prize in the J-Win Diversity Awards, presented by the NPO Japan Women's Innovative Network. This was our third award from J-Win, which gives its prizes to companies that show proactive, innovative approaches to recruitment, skills development and promotion of women.

The Japanese Ministry of Economy, Trade and Industry (METI) launched its Diversity Management Selection 100 program in fiscal 2012 to recognize companies that have enhanced corporate value through diversity-minded management practices. Nissan was one of the companies recognized in the program's inaugural year. We were also selected by the Tokyo Stock Exchange, Inc. for inclusion on its Theme Issues List for investment in 2013, earning a spot as a Nadeshiko (active utilization of women) brand. We are proud that our focus on diversity has earned us this external recognition. These awards are a clear sign that our executive commitment to diversity is producing results and that we are on the right track in making cross-cultural and gender diversity key elements of our competitive strategy.

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### CAREER DESIGN SUPPORT

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

#### 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 provides opportunities for employees in Japan and the Americas to 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 2013, 229 employees had applied for 161 open posts during fiscal 2012, and 89 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 2012, the system's seventh 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.

### CREATING 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.**

#### A Variety of Learning Opportunities

Within the company, we implement training programs allowing employees to gain the task-specific skills they need and give them opportunities to extend their knowledge in fields of their choosing. In these ways we work to create a culture of constant learning in Nissan.

#### Training Programs at Our Headquarters in Japan

	FY2010	FY2011	FY2012
Number of trainees	11,001	11,012	<b>13,834</b>
Total hours in training	343,147	332,897	<b>411,727</b>
Hours per trainee	12.0	13.7	<b>16.9</b>
Trainee satisfaction (out of 5)	over 4.5	over 4.2	<b>over 4.3</b>

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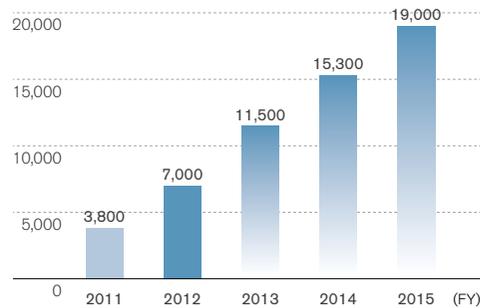
**Improving Management Quality**

Nissan is working to improve the quality of its management in order to fulfill the goals of its mid-term business plan, Nissan Power 88,\* and achieve sustainable growth. In Japan, we have established a training framework for mid-level managers. This gives them opportunities to promote activities putting the Nissan Way into practice and to extend their skills in managing people and business operations. In North America and Europe, meanwhile, we implement the Nissan Way Leadership Academy program for managers, examining how the Nissan Way has been put to use most effectively and sharing those actions as part of training tools to elevate management quality overall.

**Technical Education Around the World**

To enhance Nissan's efforts to expand its business globally, the company must improve the technical skills of individual employees working all over the world. We strive to offer opportunities for personal growth equally to all employees in both R&D and production, whether they work in Japan or elsewhere around the globe, to help them enhance their capabilities.

Global Training Program Participants from R&D Divisions



Note: Figures for 2013 onward are based on current plan.



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\* Click here for more information on Nissan Power 88.

**Training Future Leaders**

Nissan engages in leadership training aimed at passing down the company's hard-won knowledge and experience to the next generations of workers; action-based learning that has participants tackle issues actually facing Nissan; and cultural diversity training to promote understanding of the issues. We also carry out strategic internal transfers and job rotations across departments, divisions and regions. All of this is part of a systematic approach to fostering future managers and specialists who will lead the company.

The Nissan Way, as the crystallization of the experience and knowledge gained through the company's revival, is important for our employees to understand and put into practice in their work. Our managers take the lead in workshops on this theme and make the Nissan Way a part of their duties, thus helping it to penetrate the entire organization. We implement these leadership training programs and strategic human-resource management systems all around the globe.

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**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.**

**Employee Surveys**

Nissan carries out surveys to get employee input and suggestions for improvements. 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, and 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 elsewhere around 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, open manner. Their topics cover everything from business in emerging countries to environmentally friendly technologies, quality and brand issues. We plan to continue these meetings as an important channel for active communication.

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**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.**

**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 safety performance for each area where we do business.

**Improved Production-Line Environments**

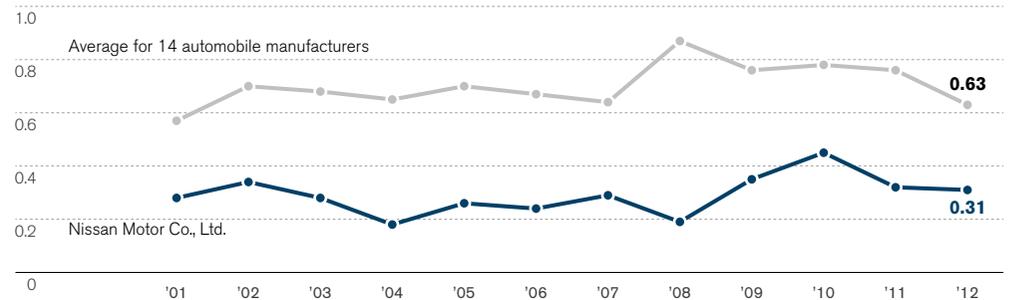
Nissan seeks to fulfill the company's mission of engaging in "human-friendly production" by continuously improving the workplace environments of its manufacturing facilities worldwide. The workplace on hot summer days can be physically very taxing, and there is even the danger of heatstroke. We have therefore been proactive in installing internal cold-air ducts and ensuring there are set breaks to drink water, particularly in locations with considerable workloads. This is part of constant 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 (Japan Automobile Manufacturers Association, Inc.)

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**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. Nissan continually works to prevent accidents through probing investigations to fully uncover the causes of any accident that has occurred and by sharing what has been learned with all 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, in cooperation with external mental healthcare specialists we introduced a mental healthcare program, EAP (Employee Assistance Program), to provide 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 healthcare with a wide range of approaches.