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LABOR PRACTICES Respecting the Rights of Workers

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Policies and Philosophy on Respecting the Rights of Workers

Nissan has been a member of the United Nations Global Compact since 2004, observing its universal principles on human rights, labor, the environment and anti-corruption. Nissan promotes the management of sustainability strategies pursuant to the compact's 10 principles. We have expanded and enhanced our wide-ranging activities to ensure that employees' basic rights are respected.

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Management That Respects the Rights of Workers

Under the "Value Diversity and Provide Equal Opportunity" code within the Global Code of Conduct, Nissan requires its employees to respect and value the diversity found among the company's employees, business partners, customers and communities, while rejecting discrimination and harassment in all forms, regardless of magnitude. Nissan executives and employees must respect the human rights of others and may not discriminate against or harass others based on race, nationality, gender, religion, disability, age, place of origin, gender identity, sexual orientation or any other reason; nor may they allow such a situation to go unchecked if discovered. We also work to ensure that all employees, both male and female, can work in an

environment free from sexual and other forms of harassment. In addition, we have implemented a system called SpeakUp, which enables internal reporting of any suspected breaches of all internal policies, including the Global Code of Conduct.

* For more information on our human rights initiatives.

[>>> P114](#)

* For more information on Business Ethics: Management

[>>> P206](#)

Achievements in Respecting the Rights of Workers

Diversifying Work Styles with "Happy 8"

Nissan has striven to create workplaces that let individual employees choose from a wide range of work styles to suit their values and life needs through its "Happy 8" work style reform.

* Click here for more information on "Happy 8."

<https://www.nissan-global.com/EN/COMPANY/DIVERSITY/WORK/>

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LABOR PRACTICES Dialogue with Employees

GRI103-1

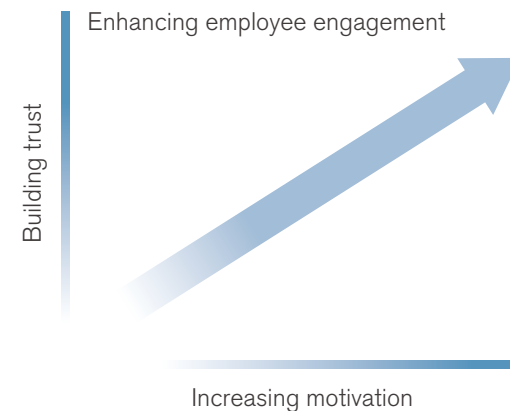
Policies and Philosophy on Dialogue with Employees

For a company to continue offering new value in the face of rapid changes in the social and business climate, it is essential for its employees to embrace the company's corporate purpose as well as its mission and consciously work toward realizing them.

Nissan conducts its internal and external communication activities with the aim of enhancing and maintaining the company corporate and brand values while at the same time enabling the company to achieve its short- and long-term business goals. In terms of internal communication, we are delivering a variety of information to our employees globally to foster a genuine interest and fondness for the company, which will encourage them to engage in tackling challenges as well as proactively enhance the value of the company as "ambassadors" of Nissan.

Guidelines for Dialogue with Employees

We established two guiding principles for communication that aim to encourage higher employee engagement: "build trust between the company and employees" and "increase employee motivation." We utilize various communication tools to deepen employees' understanding of our business, products and brand, as well as to explain the direction in which we are heading in order to generate employee confidence in their day-to-day activities and in the future of the company. By organizing events and offering opportunities for employees to increase their motivation and realize that they are an integral part of the company, we nurture a sense of pride in our employees, which in turn will encourage them to contribute to our sustainable growth.



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Management to Promote Dialogue with Employees

It is paramount for Nissan, a company with more than 100,000 employees working globally at production sites and offices, to offer enriching internal communication that instills our corporate mission and management strategies in our employees, make each employee feel integral to the organization and strengthen corporate governance.

The Global Internal Communications Department is playing a key role in deploying messages in a thoughtful manner, such as through the corporate intranet system that delivers information to all employees globally, materials shared with senior managers or information shared in each region.

Employee-executive exchange is also held on a regular basis with the aim of building trust. Furthermore, we offer opportunities for employees to voice their views and share them with company executives in an effort to promote continuous improvement.

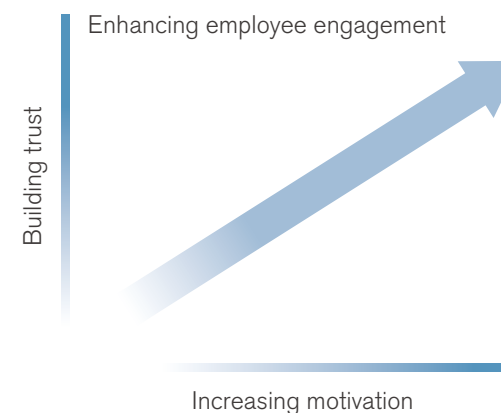
An annual action plan for internal communication activities is created with the aim of improving communication both quantitatively and qualitatively. Surveys are conducted on these communication initiatives on an annual basis, as well as on individual communication activities. Survey results are reflected in future communication activities and action plans for the following fiscal year.

By creating a shared awareness of sustainable growth through communication with employees, the entire organization is united.

Achievements in Dialogue with Employees

For both Nissan and its employees to continue to grow in the face of globally expanding business activities, employees need to understand the direction in which the company is heading and implement their own actions toward the achievement of the company's objectives. Overcoming challenges to achieve those goals can lead to personal growth for the employee and contribute to the realization of our corporate purpose. Nissan is strengthening its communication with employees in order to enhance their engagement.

Employee Engagement



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Strengthening Communication to Build Trust and Increase Motivation

We are currently working to achieve the objectives of Nissan NEXT*, our transformation plan, calling on all employees to embrace our corporate purpose and understand the significance of the plan. Employees' confidence in the company's activities and performance is essential for the plan's success. At the same time, we also need to motivate employees, encouraging them to take self-initiated action. Therefore, internal communication activities focus on building trust among employees and increasing their motivation.

Click here for more information on Nissan NEXT.

<https://www.nissan-global.com/EN/IR/MIDTERMPLAN/>

Enhancing Communication Channels

To build trust with employees, companies must disclose information in a fair and open manner, so we punctually provide our employees with information on business results including financial announcements. The integration of Renault-Nissan-Mitsubishi alliance teams in such areas as purchasing, R&D, manufacturing and supply chain is accelerating and generating a range of synergies. Information on these activities is shared broadly with employees, enabling them to understand the value that the Alliance can provide.

In order to get employees engaged and motivated, swift communication on information regarding Nissan Intelligent Mobility initiatives as well as the company's other products, services and technologies is provided, which enables employees to deepen their understanding on these important initiatives. We proactively update our employees on our leadership in achieving a zero-emission society, development of autonomous driving technologies, new services using connected technology and other long-term projects, as well as providing test-drive opportunities and other chances for employees to participate in company activities.

In addition, in 2019 we dispatched employees from each department chosen through an internal selection process to the Shanghai Motor Show and regional employees to the Tokyo Motor Show. Participants in the program were able to see first hand the results of their work in the form of new models. These events were also a valuable opportunity to deepen understanding of local markets.

We are enhancing coordination among our various departments and with executives and actively sharing information that contributes to relationships of mutual trust and higher employee motivation.

Every new fiscal year starts with the CEO delivering the presidential address,

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reflecting on the past year's performance and highlighting the direction for the new year. Topics based on employee interest are also broadcasted through live web conferences called Management Information Exchanges (MIE), which encourage engagement between Executive Committee (EC) members and senior managers.

Employee motivation is also raised through new model announcements and test-drive events, where employees gain a deeper understanding of Nissan's products and learn to convey product features and attractiveness to their friends and families more effectively. These have been well received, with participants stating that their enhanced knowledge of Nissan products has boosted their pride in the company and their work motivation, and they have been highly effective in developing "ambassadors" for Nissan.

Since we introduced a corporate intranet system accessible by all employees globally called WIN (Workforce Integration @ Nissan), it has been actively used to promote communication, information sharing and collaboration among employees. WIN has expanded beyond the Nissan Group, and the audience has now begun to include Nissan's major affiliates as well. In fiscal 2014 Nissan began issuing Engagement Kits summarizing its global operations, business performance and major achievements. These kits are distributed to senior managers every month and are used as communication tools for information sharing. The senior managers receiving this information are responsible for sharing it in their respective departments.

This is intended to promote workplace communication, deepen employee understanding and raise motivation. In addition, in Japan a printed in-house newsletter called Nissan News is published monthly for employees at Nissan production sites, providing them with the necessary information in a timely manner.



WIN introduces readers to the activities of a range of employees.

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Strengthening Communication Between Executives and Employees

We have proactively held communication events where executives and employees can directly communicate with each other. In fiscal 2019 we held town-hall meetings at our Global Headquarters (GHQ) for face-to-face dialogue between employees and the CEO to mark the start of our new management structure. The meeting was also live-streamed to all operations in Japan.

Employees who participated in such communication events made comments such as “I was able to obtain necessary information,” “top management made an effort to communicate the facts” and “I could feel the sincere enthusiasm of top management.”



A town-hall meeting linking GHQ and other sites.

Employee-Executive Exchange

In order to build trust, it is important for Nissan to stay aware of its employees' thoughts and opinions and ensure that they are shared with top management. We are making efforts to communicate information that will lead to greater employee trust toward the achievement of Nissan NEXT transformation plan objectives. These efforts are monitored on an ongoing basis through key performance indicators (KPIs) and reflected in internal communication activities. For these activities, we conduct regular surveys, and the results are conveyed to company executives. The survey results are also used to run a PDCA (plan, do, check, act) cycle, leading to future planning that clarifies the scope of the audience and content of communications.

