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# Social

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# SOCIAL POLICIES AND PHILOSOPHY

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Nissan's business activities are supported by various stakeholders. As well as respecting the rights of all stakeholders, as a global company we conduct our business activities with a constant awareness of society's needs and social responsibility in order to contribute to the sustainable development of society.

Through an assessment of various business risks and opportunities, we have identified six key areas in the Social dimension as part of Nissan Sustainability 2022, and we are conducting initiatives in these areas. The six areas are Traffic Safety, Diversity and Inclusion, Quality, Supply Chain, Employees, and Community Engagement.

In the area of Traffic Safety, we are promoting development and implementation of driver assistance technology and other traffic safety technologies to achieve our ultimate goal of virtually zero fatalities involving our vehicles. Regarding Diversity and Inclusion, we are proactively hiring more diverse talent with different backgrounds to embrace gender and national diversity as a strength for the organization. We also aim to be a truly inclusive company so that employees can demonstrate their potential to the fullest.

Quality is fundamental to Nissan's activities. Rooting the basis of all of our activities to the practice of listening to each one of our customers, we are making sure that employees are aware at all levels of the organization regarding the importance of quality improvement. We are strengthening our sustainability initiatives in all phases of our Supply Chain, from the procurement of raw materials to manufacturing, distribution, sales, and after-

sales service, covering all the activities involved until the finished product reaches our customers.

With respect to Employees, we are expanding opportunities for our employees to learn so that they can each achieve their maximum potential. We aim to make continuous learning and talent development a part of our corporate culture, and to create a dynamic work environment where the health and safety of our staff is a top priority. Furthermore, as local communities are an essential part of Nissan's business in every region, we are working to promote Community Engagement around the world in three strategic areas: environment, traffic safety, and diversity.

For this Sustainability Report, activities within these six areas were selected to be reported on, based on an assessment of their potential business impact as well as the level of interest from stakeholders.

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## Report Themes and the Six Areas

REPORT THEMES	SIX AREAS
TRAFFIC SAFETY	TRAFFIC SAFETY
HUMAN RIGHTS	DIVERSITY AND INCLUSION
DIVERSITY AND INCLUSION	
PRODUCT SAFETY AND QUALITY	QUALITY
SUPPLY CHAIN MANAGEMENT	SUPPLY CHAIN
HUMAN RESOURCE	EMPLOYEES
LABOR PRACTICES	
EMPLOYEES' HEALTH AND SAFETY	
COMMUNITY ENGAGEMENT	COMMUNITY ENGAGEMENT

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# HUMAN RIGHTS

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## Human Rights Policies and Philosophy

As the value chains of global corporations expand, the international community is ever more concerned about respect for human rights and how business affects these rights. The automobile industry is also recognizing the issues of human rights as they relate to its labor environment and handling of natural resources, water and conflict minerals. Nissan considers the strict adherence to corporate rules and applicable laws and practices fundamental to its business activity in every country and area where it operates. We are committed to delivering engaging, worthwhile and sustainable mobility to people and acknowledge that, for this to be achieved, the human rights of all stakeholders must be respected and all employees must act while upholding the highest ethical standards. We do not discriminate on the basis of race, nationality, gender, religion, disability, age, place of origin, gender identity, sexual orientation or any other characteristic. We also work to rectify and eradicate working practices that infringe human rights throughout our entire supply chain, such as forced labor and child labor.

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## Human Rights Policy Statement

As a signatory of the United Nations Global Compact, Nissan's respect for human rights is informed by the Universal Declaration of Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

Based on the UN Guiding Principles on Business and Human Rights (UNGPs), we have formulated the Nissan Human Rights Policy Statement\* to actively prevent adverse human rights impacts. This policy statement makes our commitment to protecting human rights clear to all stakeholders and underpins our initiatives in this area.

\* Click here to download the Nissan Human Rights Policy Statement.

[https://www.nissan-global.com/COMMON/DOCS/CSR/LIBRARY/nissan\\_human\\_rights\\_policy\\_e.pdf](https://www.nissan-global.com/COMMON/DOCS/CSR/LIBRARY/nissan_human_rights_policy_e.pdf)

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## Human Rights Management

The Nissan Human Rights Policy Statement is applicable to all of Nissan's executives and employees. Nissan's fundamental ethical expectations are also clarified in the Nissan Global Code of Conduct, and all executives and employees recognize the importance of applying the statement beyond Nissan's own operations. At every level of our global supply chain, we aim to conduct ethical, social and environmentally conscious business activities. We also work together with suppliers, contractors and other business partners to achieve this goal.

Since 2006, we have shared a set of common values and processes around purchasing known as The Renault-Nissan Purchasing Way with its worldwide network of suppliers. Common values regarding human rights and labor are also shared via the Renault-Nissan CSR Guidelines for Suppliers, in which we detail our expectations and request implementation regarding respect for human rights and prohibition of child labor and forced labor. In addition, we require businesses we deal with to take the initiative on responsible procurement of minerals and carry out due diligence on conflict minerals.

We are also strengthening communication with our sales companies and promoting consistent sustainability management, including on human rights issues.

At the same time, we have deployed the SpeakUp system, a globally consistent system that allows not only employees but also other stakeholders as well to report matters internally.

\* For more information on supply chain-related human rights initiatives.

[>>> P154](#)

\* For more information on internal reporting systems.

[>>> P206](#)

See below for more details about our guidelines.

- Nissan Global Code of Conduct  
[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/2017/NISSAN\\_GCC\\_E.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/2017/NISSAN_GCC_E.pdf)
- Renault-Nissan Corporate Social Responsibility Guidelines for Suppliers  
[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/CSR\\_Alliance\\_Guidelines.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/CSR_Alliance_Guidelines.pdf)
- Nissan Global Minerals Sourcing Policy  
[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Minerals\\_Sourcing\\_Policy\\_e.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Minerals_Sourcing_Policy_e.pdf)

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## Human Rights Achievements

Nissan recognizes the need to take a comprehensive approach to managing human rights. After identifying actual or potential risks related to human rights that we might have inadvertently caused or contributed to, we consider it vital to monitor and assess such risks, as well as to develop appropriate response strategies.

In the 2001 Nissan Global Code of Conduct, we detailed our policies regarding equal opportunity and respect for diversity. In 2004 we were a frontrunner among our industry peers in signing the United Nations Global Compact, accepting reporting obligations that we continue to fulfill today. Regarding suppliers, in 2010 we published the Renault-Nissan CSR Guidelines for Suppliers, clarifying our respect for human rights and commitment to eliminating forced and child labor and sharing our sustainability policies.

In 2017, referencing the UN Guiding Principles on Business and Human Rights (UNGPs), we formulated and issued the Nissan Human Rights Policy Statement. This policy makes it clear that, we respect all our stakeholders' human rights, and require our employees to act according to the highest ethical standards.

In June 2018, we launched our new sustainability strategy, Nissan Sustainability 2022, specifying the main goals through fiscal 2022 for the aspects of Environmental, Social and Governance. For the Social aspect, the strategy also reiterates the importance of respecting all stakeholders' rights. In 2018, we cooperated with Business for Social Responsibility (BSR), a US organization promoting sustainability to implement a human rights assessment, allowing us to identify four key areas of potential risk related to human rights, namely supplier labor conditions, employee labor conditions, product safety and customer privacy\*1. Furthermore, in 2019 we worked with BSR to conduct a human rights assessment at Nissan South Africa (Pty) and confirmed human rights risk was clearly low at that company. We formulated an action plan to remediate items requiring improvement and have been implementing a PDCA (plan, do, check, act) cycle in this area from fiscal 2020. We plan to expand our human rights assessment reviews of affiliated companies in the Asian area going forward.

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We also work to build awareness of human rights among employees and conduct several e-learning seminars, for example, “Global Code of Conduct” and “Unconscious Bias”. “Unconscious Bias e-learning” is for all indirect employees and has been completed by 15,225 people (12,687 in fiscal 2018 and 2,538 in fiscal 2019). In addition, a total of 350 people have taken part in our LGBT seminars, held annually since fiscal 2014. Since fiscal 2016, all senior managers have been required to take an e-learning program about LGBT issues. In fiscal 2020 the content of the e-learning program has been updated and made mandatory training for managers and staff. We also have proactive initiatives to support LGBT staff.\*2

As described in the Nissan Global Code of Conduct, employees can submit inquiries related to human rights issues via a global reporting system.\*3 We are committed to investigating, addressing and responding to any concerns reported, and employees who make inquiries are protected from any form of retaliation.

\*1 Click here for more information related to identifying key areas related to human rights

[>>> P014](#)

\*2 For more information on initiatives to support LGBT staff.

[>>> P122](#)

\*3 For more information on our global reporting system.

[>>> P206](#)

\* For more information on Responsible Minerals Sourcing

[>>> P158](#)

\* For more information on Global Code of Conduct training.

[>>> P204](#)

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# DIVERSITY AND INCLUSION

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## Diversity and Inclusion Policies and Philosophy

Employees with different personalities and ways of thinking putting their heads together leads to the creation of new value while meeting the increasingly diverse needs of our customers. Employees are the driving force for the sustainable growth of Nissan, and this diverse body of employees is a valuable asset for the company. We place great importance on establishing a workplace where employees can demonstrate their potential to the fullest, and which is truly inclusive. That is why one of Nissan's corporate strategies is to respect and promote diversity and inclusion.

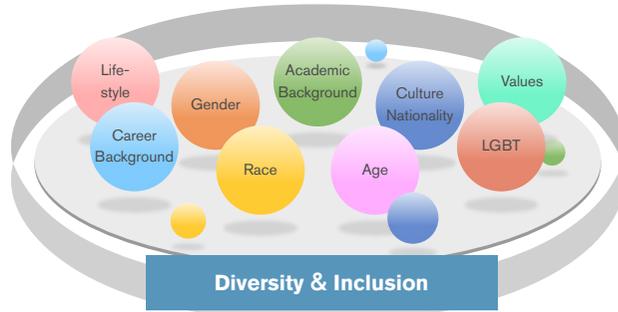


### Diversity means to

Embrace having diverse talents with different backgrounds such as gender, nationality, culture, age, gender identity, sexual orientation, career background, education and lifestyle.

### Inclusion means

An appreciative environment where employees respect each other and everyone demonstrates their potential to the fullest.



## Respect for Human Rights and Equal Opportunity

We have established the Nissan Global Code of Conduct, which describes how employees should act and applies to all Nissan Group companies worldwide.

Nissan has mandated that all employees respect one another's human rights, and that discrimination or bullying on the grounds of race, nationality, gender, religion, disability, age, place of origin, gender identity, sexual orientation or other reasons is unacceptable. There are rules in place to prevent any passive acceptance of an environment in which such discrimination occurs. At the same time, we respect the diversity of our employees, work to maximize the performance of each individual and actively strive to create an environment in which teams can come together and work toward ambitious goals.

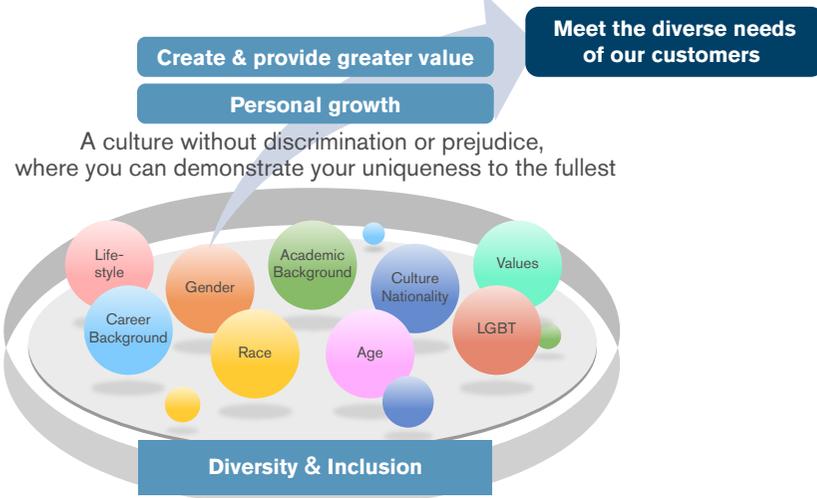
## Diversity and Inclusion as Strategy

The global expansion of Nissan's corporate activities has meant growing diversification of not only Nissan's customers but also its employees. Work and lifestyle choices are changing, driven by demographic changes such as an aging population and urbanization. We believe that for employees to work in a worry-free, self-initiated manner, they need to be able to pursue their careers regardless of gender, nationality or other factors and at the same time choose from among various workstyles to suit their particular stage of

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life. Skill development programs are another essential part of making the workplace attractive to employees. We believe that diversity and inclusion are a source of competitiveness for the company. By having employees from a range of backgrounds work together while respecting one another's different values, new concepts and ways of thinking are born and even greater value and creative solutions are produced, leading to even better business results. The automotive industry is in the midst of a transformation that is said to occur only once in a century. With the rapid advances in such technologies as autonomous vehicles, connected cars, and mobility as a service, diversity and inclusion are growing even more vital to enhancing our competitiveness in order to respond swiftly to this transformation. We have made diversity and inclusion part of our corporate strategy and are promoting them in all workplaces. This enables us address the diverse needs of our global customers and to deliver innovative products and services through each of our highly motivated employees.



## Diversity and Inclusion Management

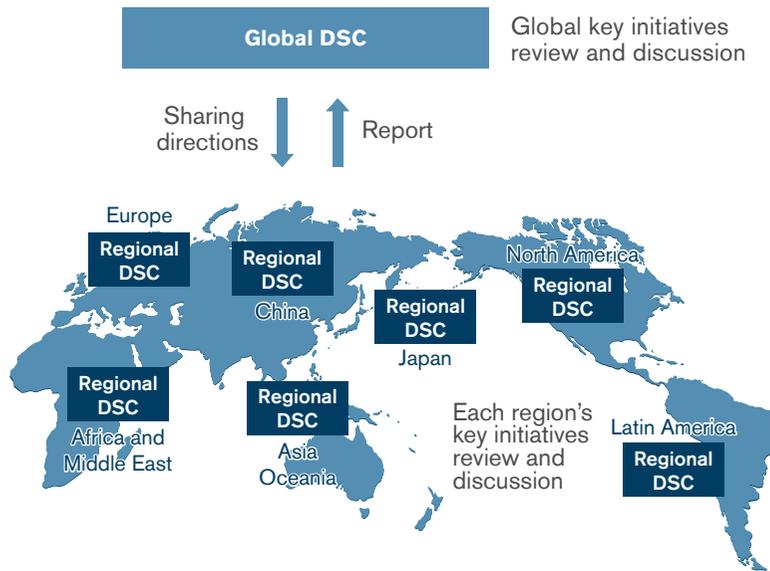
In order to promote diversity and inclusion across Nissan's global operations, policies are set by a committee of executives representing company divisions. Dedicated organizations then work on local initiatives needed for their implementation. We aim to be a truly inclusive company with a diverse workforce, in which individual employees can demonstrate their potential to the fullest. We promote diversity and inclusion based on four approaches: "Developing leaders with skills to manage diverse organizations," "Enabling diverse human resources," "Embedding culture of respect for diversity and inclusion" and "Promoting inclusive workstyles."



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## Diversity and Inclusion: Decision-Making and Action-Driving Bodies

We have set up the Global Diversity Steering Committee (Global DSC), which consists of executives from its different divisions and makes decisions on global diversity and inclusion policies and initiatives. The implementation of these in various geographical areas is spearheaded by Regional Diversity Steering Committees (Regional DSCs). In Japan, we have set up the Diversity Development Office, which helps put diversity and inclusion policies into practice. In North America, we established the Americas Diversity Office. In other regions, local human resource departments and other bodies work to promote diversity.



## Diversity and Inclusion Promotion: Issues and Approaches

Issues	Approaches
Developing leaders with skills to manage diverse organizations	<ul style="list-style-type: none"> <li>Management skills development</li> </ul>
Enabling diverse human resources	<ul style="list-style-type: none"> <li>Human resources development, career support</li> <li>Enhanced recruitment*</li> <li>Targets: 16% female managers globally, and 13% in Japan by 2023</li> </ul>
Embedding culture of respect for diversity and inclusion	<ul style="list-style-type: none"> <li>Promotional activities for all employees to understand values of diversity and inclusion</li> </ul>
Promoting inclusive workstyles	<ul style="list-style-type: none"> <li>Work-life balance support</li> <li>Development of infrastructures that realize flexible workstyles</li> </ul>

\* Guidelines at Nissan Japan for female new staff recruitment are 50% for office positions, 20% for engineering positions and 20% for technical roles.

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## Diversity and Inclusion Achievements

### Enabling Diverse Human Resources

#### Female Talent Development: Initiatives and Achievements

Enablement of women as leaders in projects and organizations is essential to providing diverse value to customers. In order to increase female representation through all management levels, Nissan provides trainings to ensure that top candidates will be ready to take on greater responsibility. Support is provided for women's career development in every region where we operate.

As a result of these initiatives, the percentage of women among Nissan managers globally has increased from 7% in 2008 to 13.9% in April 2020, and women are active at Nissan globally.

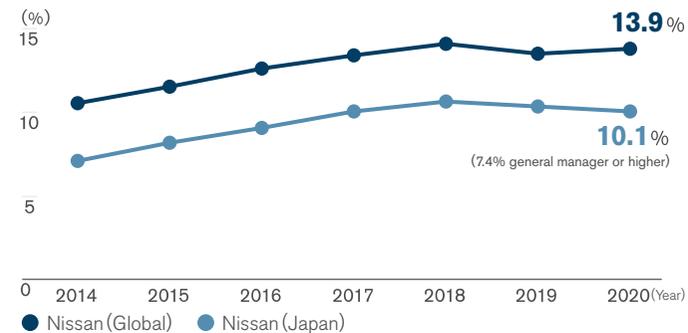
In Japan, we provide personalized support for female employees through individual counseling sessions with career advisors. Female employees receive tailored support via career development seminars and meetings with career advisors. They are also encouraged to actively network with other professional women outside of the company and with women who have risen into management roles in Nissan. We have also put in place a mentoring program as part of our personal support initiatives. Younger employees



receive support for their personal growth through two-way dialogue with highly knowledgeable and experienced senior employees, as well as help in dealing with the issues they encounter during their career development and in solving worries and issues in the workplace.

Thanks to these various initiatives, women now comprise 10.1% of managers in Japan (as of April 2020). This compares favorably to the average of 3.3% for Japanese manufacturers with 1,000 or more employees (according to the 2019 Basic Survey on Wage Structure from Japan's Ministry of Health, Labour and Welfare). Female managers also work in all Nissan divisions, including development and manufacturing, and are involved in all operational processes. Furthermore, as of April 2020, a total of 7.4% of general manager or higher positions are filled by women—3.7 times larger than the 2008 level of 2.0%. At the executive level, the international race driver Keiko Ihara became Nissan's first female outside director in June 2018; Jenifer Rogers followed her in June 2019.

#### Transition in the Ratio of Women in Management Positions



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Rather than simply increasing the number of female managers, we create an environment in which women can participate in all business processes, from new model development to sales, including those working at affiliate and sales companies.

In the car development stage, models like the Nissan Serena minivan released in Japan in August 2016 reflect women's requirements. For example, designers and engineers adopted recommendations for a capless fuel tank, allowing drivers to refuel the vehicle without dirtying their hands, and dual back doors that require minimal force to open and allow cargo to be loaded even in confined spaces.

We are also promoting human resource and career development initiatives for women at our manufacturing sites. In October 2017 the Nissan Group's first female plant manager took up her role at the Oppama Plant in Yokosuka, Kanagawa prefecture, and other female plant managers have been appointed since then.

Many female car-life advisors (CAs) are active at our sales companies as well where Nissan sales staff respond to the various needs of and questions from customers. As of end-February 2020, 1,202 female CAs were active across Japan, accounting for 10.6% of the national total, an increase from 1,196 at the end of February 2019. Additionally, to enhance the satisfaction of female customers with after-sales service experiences, female technical advisors (TAs) have been appointed to bridge the gap between customers and dealer technicians.

## Inter-cultural Cooperation

A vital part of Nissan's success 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. Nissan's top decision makers include individuals of many different nationalities.

## Establishing a Culture of Respect for Diversity and Inclusion

In order to leverage diversity as a true strength, create greater value, and meet the diverse needs of customers, we believe it is important to establish a culture of diversity and inclusion, where employees with all sorts of differences, not just of gender and nationality but also sexual orientation, gender identity, disability, age and career history, acknowledge and accept each other without discrimination or prejudice.

To further foster a culture of diversity and inclusion, in fiscal 2018 in Japan, we introduced an "Unconscious Bias e-learning" for all indirect employees, in which employees can learn the influence of the unconscious biases that everyone has as well as techniques to mitigate their effects. In fiscal 2019, implemented this initiative in Latin America and the Caribbean (LATAM), we plan to gradually expand this initiative across our global sites.

To enable members of the LGBT community and other employees with diverse sexual orientations and gender identities to perform their jobs without experiencing discrimination in the workplace, we have been working to support and promote understanding through such initiatives as annual LGBT seminars held since 2014. We have participated in Tokyo Rainbow

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Pride, the largest LGBT event in Japan, for three consecutive years since 2017. In fiscal 2016, members of the LGBT community and allies (those supportive of LGBT) within the company launched a self-initiated employee network. In recognition of these initiatives, the private organization, work with Pride, awarded Nissan its most prestigious Gold “PRIDE Index” to recognize corporate initiatives to support LGBT employees, a first for a Japanese automobile company. In 2019, we won Gold for the third year in a row. We also provide a work place where older employees and those with disabilities can fully participate. Necessary training programs are provided for those who have built up their career at other companies so that they can quickly perform to the best of their ability at Nissan. In addition, we hold local diversity-themed events and run diversity training programs for employees all over the world. Employees can also learn about Nissan’s vision and initiatives relating to diversity and inclusion via diversity articles on the company intranet and e-learning programs.

## Promoting Inclusive Workstyles

We strive to create a work environment where every member of a diverse workforce can demonstrate his or her potential to the fullest. For example, a system in which employees can freely choose to spend up to 40 hours a month working from home was introduced so that staff can work flexibly according to their individual needs. Also, in order to make it easier for staff in different regions to work together, in 2017 we established basic rules for the timing of meetings between sites in different regions. Although in the past global meetings have taken place during the middle of the night in some regions, guidelines have now been

set in which all participants can join meetings between the local hours of 7 a.m. and 8 p.m. By combining this with home-working, we can provide an attractive work environment in all regions.

## Initiatives for Employees Balancing Work with Childcare or Nursing Care

Japan’s low birthrate and aging population mean that it is important to provide a work environment that supports employees raising children or giving nursing care to the elderly. We are building an environment to help employees who balance work with childcare through both facilities, such as in-house childcare centers, and initiatives, such as seminars and organizational support. In fiscal 2017 Nissan’s first plant childcare center—March Land Oppama—was opened at the Oppama Plant. The center’s opening times are set to fit the plant’s shift schedule, thereby helping female employees to continue their work at the plant. A group called “Escargot” has also been set up by working mothers themselves as a forum to exchange information.

The number of employees balancing work with the nursing care to the elderly is expected to increase, and in Japan we have held seminars since fiscal 2015 where employees can learn the basics of nursing care and explore how company policies and local services can help them maintain the work-care balance. In fiscal 2017 we launched an external support service to support employees who face difficulties in nursing care.

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## Creating an Environment Conducive to Work-Life Balance

### Comprehensive Support for Employees

**Supporting employees: Career development and work-life balance support**

- "Seminar for expecting parents"
- "Seminar for Back-to-Work After Parental Leave"  
Gives employees opportunities to think about their career paths before maternity leave and back-to-work after parental leave
- Nursing care seminars

**Supporting managers who have employees engaged in childcare and nursing care**

- Guidance on offering promotion exams before parental leave
- Seminar for managers with employees engaged in childcare
- Management training on balancing work and childcare for staff employees engaged in childcare
- Management training on paternity leave for staff employees engaged in childcare
- Diversity management training for managers

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**Company infrastructure**

- Working from home  
Employees engaged in childcare and nursing care can spend up to 50% of the required minimum monthly work hours, while others are allowed up to 40 hours per month. All employees except those in manufacturing processes are eligible.
- Super-flextime without core time
- Shorter working hours (for employees engaged in childcare or nursing care)
- Family support program (special paid holidays for marriage, childbirth by spouse, childcare, nursing care and fertility treatment)
- Childcare leave, nursing care leave, maternity protection leave

- Accompanying leave (three years maximum)
- Re-employment policy
- In-house childcare center (four sites)
  - 1. Supports employees by helping them balance work and childcare and perform at their best
  - 2. Supports employees' return to work when they wish, rather than when care waiting lists in Japan allow it
- Lending of personal computers to employees on leave (for intranet and email access)
- MM care room (lactation room)
- External nursing care hotline

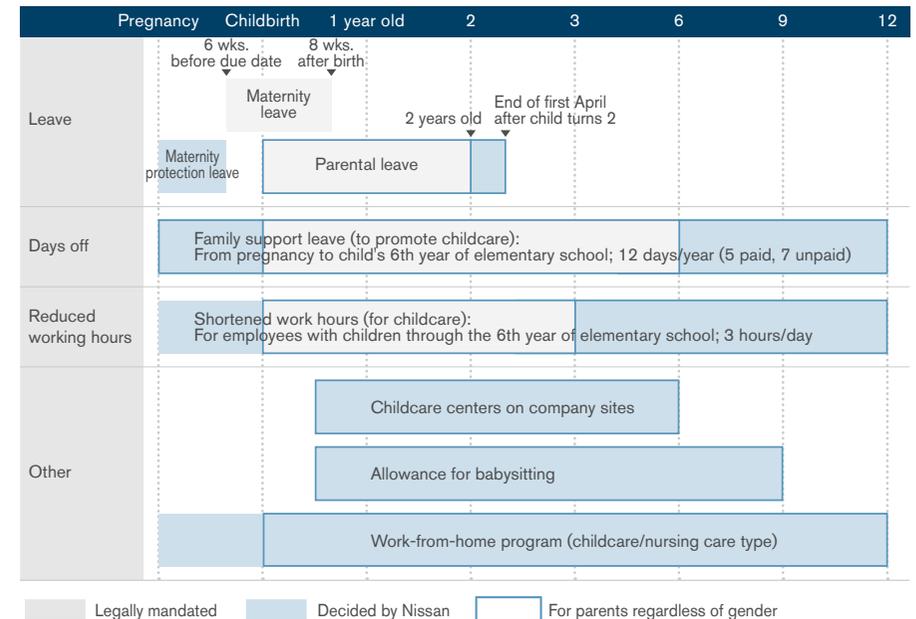
## In-house Childcare Centers for Nissan Employees

Expansion to plants →

	March Land Atsugi Nissan Technical Center (Atsugi)	March Land Atsugi Axt Nissan Global Information System Center (Atsugi)	March Land Minatomirai Nissan Global Headquarters (Yokohama)	March Land Oppama Nissan Oppama Plant (Yokosuka)
Capacity*	42	10	15	10
Hours	7:30 a.m.-10:00 p.m.	8:30 a.m.-6:30 p.m.	8:00 a.m.-8:00 p.m.	5:00 a.m.-7:30 p.m.
Established	April 2005	October 2012	January 2013	April 2017

\*Capacity determined based on facility area.

## Support Systems for Childbirth and Childcare (Japan)



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## Workstyle Reform “Happy 8”

We are implementing a series of workstyle reforms that provide a crucial foundation for supporting diversity and inclusion, allowing employees with a range of values and life needs to perform at their best.

We have been striving to make workstyles more flexible. In the 1990s we began encouraging employees to take their allotted paid leaves and implemented a “super-flexitime” system with no core time when employees must be at their workplace.

In 2015 we introduced the Happy 8 program, a work reform emphasizing the ideal of an eight-hour workday. By communicating this ideal to employees, Happy 8 aims to increase individual and organizational productivity while also improving work life, private life, and health. As part of welcoming more flexible workstyle in February 2017 we also began promoting our Happy Friday program, encouraging employees to leave the office at 3 p.m. on the last Friday of each month.

Additionally, to give each employee the opportunity to reflect on their own workstyle from a new perspective, each fiscal year since 2014 we have held a Workstyle Symposium featuring invited guest speakers from outside the company.

Under the slogan “Eight productive hours! Richer lives, better health, Happy 8,” we will continue striving for more flexible and attractive workstyles.



A Workstyle Symposium for employees

## Achievements at Overseas Sites

### Initiatives to Promote Diversity and Inclusion in North America

At Nissan North America, diversity and inclusion is embedded in our culture. By actively using our diversity in thought and experience, we better develop ideas and people, and ensure our company’s continued growth. We do this by creating opportunities that empower people to grow and achieve more. Ultimately, we focus on helping people succeed and making a positive impact on the communities in which we work and live.

We continuously strive to reflect the consumers we serve in our workforce, and that world is increasingly diverse and evolving.

### Mentoring

To recruit, cultivate diverse talent and sustain this talent long into the future, Nissan North America offers a wide range of employee benefits including mentoring. We believe mentoring is necessary to attract and retain talent. Mentoring opportunities are available in a variety of formats, including informal, formal, small group, individualized and topical.

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## Business Synergy Teams (BST)

Nissan North Americas offers employees the opportunity to join and/or lead Business Synergy Teams (BST). In tandem with executive sponsorship, BSTs were developed by active groups of employees with shared interests and values. BST members focus on supporting each other's achievement of business goals, professional development, and interaction with local communities. Since the first BST launched in 2007, Nissan employees have embraced these groups and formed BSTs at every major US location as well as Canada and Mexico.

Business Synergy Team (BST)	Concept underlying activities
Gay Straight Alliance at Nissan (GSAN)	Serves to be a catalyst for a culture of equality at Nissan that provides a safe, respectful, inclusive and supportive environment for all LGBT employees, vendor partners and customers along with their allies.
Generations Business Synergy Team	Works to transfer the Nissan experience and technical expertise across all employee generations.
Green Team	Preserves transparency and communicates information on company and local community initiatives related to sustainability and the environment.
Interfaith Nissan (iN)	Conducts "Celebrate Humanity" activities that contribute to local communities and respects, recognizes, and accepts all beliefs.
Multicultural Business Synergy Team (MBST)	Supports diversity and inclusion activities within Nissan and the local communities that we work and live in. MBST is open to everyone who would like to share and learn from Nissan's vibrant culture.

Nissan Alliance of Parents	Supports members in becoming the parents they would like to be at major life milestones from the time children are born until they graduate from college while maintaining the career path they desire.
Veterans Business Synergy Team	Makes contact with veterans and seeks opportunities to support and promote military activities within our Nissan community.
Wellness at Work (W@W)	Encourages and supports employees' desire to choose a healthy lifestyle.
Women's Business Synergy Team	Provides its members with networking, professional development and community involvement opportunities.

Nissan North America partners with many charitable and social causes that enhance the well-being of the local communities where we live and work. We invite our employees to serve as volunteers, mentors or advisors, offering their time, talent and expertise to help nonprofit organizations carry out their missions. We have a shared commitment to build a better, more sustainable world for all of us.

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## Achievements in Diversity and Inclusion in North America

Acknowledgment of Nissan North Americas' commitment and accomplishments in supporting diversity has come from a broad spectrum of organizations and media. We appreciate that the marketplace has recognized our efforts consistently throughout the years.

In 2019, Nissan Canada(NCI) was selected as a Top 100 Ideal Employer for the fourth consecutive year. This is Canada's largest and longest-running student ranking of companies with participation by over 20,000 students from 159 universities. NCI was also certified as a Great Place to Work® by an organization that conducts anonymous surveys of employees working at companies worldwide. The survey bases its certification criteria on corporate culture, workplace experience, compensation, communication, and employee trust in leadership. NCI received especially high marks for diversity and fairness.

## Initiatives to Promote Diversity and Inclusion in Europe

In Europe, as part of our efforts to promote gender diversity, we undertake a holistic approach by applying this philosophy in our production and supplier relationship, processes and management.

The diversity and inclusion activities are focusing on the full employee lifecycle from recruitment to engagement. Moreover we pay special attention on gender, nationality and ability as primary areas to strengthen understanding of diversity and inclusion in Europe.

We hold career fairs and provide support for female employees as they continue their careers to encourage increased hiring of women with engineering or other technical degrees. Nissan is playing an active role in career development and dedicating time and resources not only internally, but also externally. In addition, the Nissan Skills Foundation was established in 2014 at our plant in Sunderland, England, which provides a variety of educational programs for elementary, middle, and high school students. As of November 2019, 60,000 students had participated in career development and engineering or STEM events run by the foundation. Female students accounted for approximately 46% of the participants. Our offices in Spain participate as sponsor in a mentoring program provided to female students pursuing engineering and technical degrees and female executives also contribute as mentors.

We are focusing on developing the capabilities of women through mentoring and coaching sessions and are implementing career development plans at the individual level. In 2019, our "Thrive female leadership development program" was launched for the first time and was attended by 18 female middle managers.

In September 2019, events were held all over Europe for the regional Diversity Week. In December 2019 we celebrated December International Day of Persons with Disabilities by inviting a Paralympic gold medalist as a speaker to deepen understanding of colleagues, suppliers, and customers with disabilities.

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Nissan Russia was ranked third in Forbes Woman Ranking 2019. The Forbes Woman Rating is the first of its kind in the country to evaluate the best companies for women's careers. Sixteen indicators have been identified and evaluated in five blocks: gender composition (25%), compensation (25%), career opportunities (25%), corporate programs (15%) and special benefits (10%).

In the European region, online training has been implemented for all employees, and we will continue to pursue initiatives to promote diversity and inclusion.

## Initiatives to Promote Diversity and Inclusion in Other Regions:

### Asia & Oceania (A&O):

In Asia & Oceania (A&O), a great example in this area is our participation in the Women's Forum Asia 2019 held in Singapore in September 2019 for the second year consecutively, as a Gold Partner. We sent a diverse delegation of 20 Nissan employees to learn at the event and further the dialogue on how to accelerate diversity and inclusion in the company. Furthermore, we had four A&O business leaders speak at various events, sharing Nissan's approach to workforce diversity, talent development, and how diversity data helps Nissan to be more inclusive in the way we serve customers of different genders and cultures. One example of panel discussion talk was driving etiquette and autonomous driving due to cultural differences. Flashing headlights can have different implications in different countries. With the spread of autonomous driving and 5G

technology, even with simple movements, we have raised the issue by saying that it is necessary to create automobiles and maintain usage environments that reflect cultural differences and diversity. In parallel, we led a multi-stakeholder campaign through various channels, driving awareness for Nissan's approach to diversity and its participation in the event.

### Latin America and the Caribbean (LATAM):

In Brazil, 40 hours of sign language training was conducted for 55 employees including plant leaders to enhance communication with hearing-impaired employees working at the plant.

In addition, in October 2019 the event WOMEN TALK was held inviting an instructor from the UN. 68 female employees attended the presentation on the economic empowerment of women and female participation in the labor market.



The event "WOMEN TALK"

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### Africa, Middle East and India (AMI):

At Nissan Africa, Middle East, India (AMI), we were successful in increasing the number of females in external hiring positions by 25% versus 2018, by mandating shortlisting both male and female candidates for the interview stage by the hiring manager. We have taken measures to promote Nissan as a diverse employer, including but not limited to introduction of flexible working guidelines, holding female progression awareness sessions and establishing nursing rooms (lactation rooms) at all major facilities in 2019.

At the International Women's Day in March 2019, we promoted diversity and inclusion by holding presentations and workshops and other events with AMI leaders as speakers.

AMI region sponsored the Women Economic Forum event, which was held in Cairo, Egypt on March 2020, aiming to strengthen our position as "Diversity Employer". We enjoyed meaningful media and local coverage. In 2020, we plan to introduce programs to develop skills of female employees to further support the enablement of women.

### China (NCIC and Nissan China JVs):

Generation diversity in the work place and understanding differences between generations are helpful to improve teamwork, innovation, and productivity. Awareness and learning across generations are viewed as important elements in setting higher goals for the organization, and therefore "train the trainer" (TTT) training on intergenerational leadership was conducted in April 2019 by Alliance China Academy for the Nissan China region including NCIC and Nissan China JVs.

The training took place for 21 hours over three days with 33 participants

including the head of human resources, business managers, HR staff from companies in China with which Nissan has alliances. The participants were certified as in-house trainers after learning about the characteristics of each generation, methods for managing uncertainty, dialogue depending on roles, and the motivations of teams and individuals. These trainers then conducted training on intergenerational leadership at each of their companies.

NCIC also conducted diversity and inclusion workshops for senior leaders in June 2019 where the participants enhanced their awareness and understanding of diversity and inclusion and reconfirmed their importance to lead the business to succeed. They also confirmed that promoting diversity and inclusion build a stronger corporate culture, creating a work place in which employees work with trust and passion.

### External Recognition for Diversity and Inclusion at Nissan\*

Both Nissan's diversity and inclusion initiatives and its attitude of placing emphasis on employee diversity, have received considerable external recognition.

As noted above, NCI was selected as a Top 100 Ideal Employer for the fourth consecutive year and have also been certified as a Great Place to Work®. In addition, in Russia Nissan ranked third in Forbes Woman Ranking 2019.

In 2015, we became the first company in Kanagawa prefecture to earn Platinum Kurumin certification, which is granted to Kurumin-accredited companies (certified as supporting childcare) that provide an even higher standard of childcare support. Then in 2017 we received the highest third-

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level Eruboshi accreditation as a company that successfully promotes female participation in the workplace. Additionally, we were the first Japanese carmaker to receive a PRIDE Index top Gold award, a scheme which recognizes efforts to support LGBT employees; in 2019, we received the same award for the third year in a row.

These awards are a clear sign that Nissan's commitment to diversity and inclusion is producing results and that our efforts to make diversity a key element of its competitive strategy are steadily bearing fruit.

\* Click here for data on the main examples of external recognition of our diversity and inclusion initiatives to date.

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# TRAFFIC SAFETY

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## Traffic Safety Policies and Philosophy

The automobile has transformed people's lives, bringing mobility, convenience and the pleasure of driving. In recent years, the automotive industry has made significant advances, particularly in autonomous driving technologies and driver-support solutions. The world is also undergoing major structural shifts due to aging populations and the rapid progression of urbanization. Technological innovation in the automotive sector is expected to help realize societies with less urban traffic congestion and more ways for senior citizens to move about safely.

Nissan designs and engineers cars that embody the pleasure and richness of driving while prioritizing a high level of safety. More than 90% of traffic accidents are caused by human error. Our goal is "zero fatalities": reducing the number of deaths from accidents involving Nissan vehicles to virtually zero. To this end, we continue working to enhance the safety of our vehicles, partly through the development and adoption of autonomous driving technologies. We also conduct a wide range of other activities to help build a safer and more pleasant mobility society, including educational initiatives to raise safety awareness among drivers, pedestrians and others in the community.

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## Traffic Safety Management

Nissan's goal of "zero fatalities" means aiming for virtually no fatalities due to traffic accidents involving Nissan vehicles. Since 2004, our R&D department has been striving to develop technologies based on our unique Safety Shield concept of "vehicles that help protect people". Many different types of Nissan vehicles are already equipped with the results of this work, including technologies to help prevent collisions or reduce the damage when a collision is unavoidable. Today, we are working toward the implementation of autonomous driving as the next advancement among our preventative safety and driver-assist technologies.

To help people gain a better understanding of traffic safety, we are committed to educational activities to boost safety awareness and support activities to improve drivers' skills.

We are working alongside government and municipal authorities, universities and other companies to realize a safer and more pleasant mobility society.

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## Goal of Nissan's Activities to Improve Traffic Safety

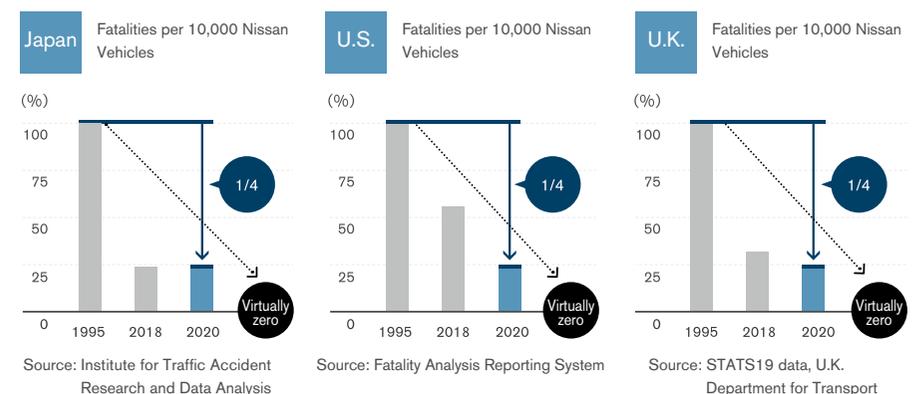
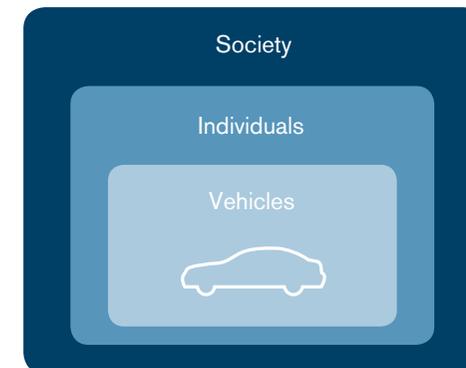
Nissan's approach to safety is focused on the real world and aims to help create a society with virtually zero avoidable traffic accidents. In 2019, there were 3,215 fatalities in Japan caused by traffic accidents. While this is 317 less than in 2018, there are still more than 3,000 deaths per year due to traffic accidents. According to the World Health Organization (WHO), approximately 1.35 million people die each year in traffic accidents globally. Unless urgent steps are taken, traffic accidents could become the seventh leading cause of death worldwide by 2030.

We set the target of reducing the number of fatalities involving Nissan vehicles to half their 1995 level by 2015, and reached this target in Japan, the United States and the United Kingdom. Today, we are striving to halve this number once again in these markets by 2020. Our ultimate goal is a world with virtually no fatalities resulting from traffic accidents.

To reduce traffic accidents and achieve this zero-fatality goal, it will be necessary to develop and deploy effective safety technologies in as many vehicles as possible. Comprehensive efforts are needed, encompassing individuals and the driving environment as well. We take a triple-layered approach, targeting vehicles, individuals and society to contribute to the creation of a truly safe automobile society.

## Nissan's ultimate goal: Virtually zero fatalities involving Nissan vehicles

Nissan's approach:  
A triple-layered approach,  
targeting vehicles, individuals and society



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## Traffic Safety Achievements

### Vehicles: Developing Safety Technologies

To promote safe and enjoyable driving, as well as ensuring that all our brands comply with laws and regulations addressing automobile safety, Nissan is working to develop automotive technologies that can help minimize risk to vehicle occupants to the extent possible based on its unique Safety Shield concept.

Our Safety Shield concept divides the conditions surrounding a vehicle into the six phases of “risk has not yet appeared”, “risk has appeared”, “crash may occur”, “crash is unavoidable”, “crash”, and “post-crash,” and guides the development of various technologies in which the vehicle can help protect people in each phase. This concept is the basis of our efforts to develop safety technologies.

### Enhancements to Nissan’s Safety Technology and External Ratings Received

In January 2015, we expanded Intelligent Emergency Braking to more models. By the end of fiscal 2015, the technology was available on nearly all vehicle categories sold in Japan, including electric vehicles and commercial vehicles, and standard on all major models. In North America, it is now standard on several models including the Pathfinder, Altima and Rogue. In Europe, it is available on the Juke, X-Trail, Qashqai, Micra and other key models.

Our vehicles have earned high safety ratings on many public and governmental tests held in various regions. In particular in Japan, the Serena minivan received a perfect score and the Nissan Dayz received the

highest score for a “kei” minicar in JNCAP’s Active Safety Assessment for fiscal 2019. The assessment has added a rigorous test of the autonomous emergency braking system for pedestrians at night to simulate driving on roads without streetlights. In addition, through fiscal 2019, 13 major models featuring Intelligent Emergency Braking were approved under the Advanced Emergency Braking System certification launched by the Ministry of Land, Infrastructure, Transport and Tourism in fiscal 2018.

### Major External Safety Ratings (Based on 2019 Assessments)

Regions	External Assessments		Models	Rating
Japan	JNCAP*1	Collision Safety Performance Assessment	Nissan Dayz	5★ (Highest rating)
		Preventive Safety Performance Assessment	Nissan Dayz (highest score for a “kei” minicar) Serena (perfect score)	ASV+++ (Highest rating)
		Automatic Accident Emergency Call System Assessment	Nissan Dayz	SOS+ (on-board type)
U.S.	NCAP*2	INFINITI QX60, INFINITI QX50, Murano, Altima, Pathfinder, Maxima, Sentra		5★ Overall Rating (2020 model year)
		INFINITI QX80, Armada, Frontier (Crew Cab), Rogue		4★ Overall Rating (2020 model year)
	IIHS*3	Maxima		2020 Top Safety Pick+
		Altima		2020 Top Safety Pick
Europe	Euro NCAP	Juke		5★
China	C-NCAP	Sylphy		5★

\*1 JNCAP: The Japan New Car Assessment Program. An automobile assessment program run by the Ministry of Land, Infrastructure, Transport and Tourism and the National Agency for Automotive Safety and Victims’ Aid (NASVA).

\*2 NCAP: The U.S. National Highway Traffic Safety Administration’s New Car Assessment Program.

\*3 IIHS: The U.S. Insurance Institute for Highway Safety.

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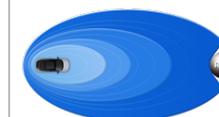
## Aiming for Virtually Collision-Free Cars

Our Safety Shield concept supports the safety of vehicle occupants in a variety of scenarios from a comprehensive perspective, from danger prevention and avoidance to protecting occupants.

For example, during normal driving or parking, sensors and cameras can monitor vehicles and pedestrians that may be difficult for drivers to see; this supports drivers and allows them to drive with peace of mind. In times of potential danger, the vehicle can judge in an instant how to help avoid or lessen the danger.

We have set ourselves the goal of providing optimal mobility worldwide. We are committed as an automobile manufacturer to swift and widespread popularization of our safety technologies.

Risk has not yet appeared ■ ProPILOT assist ■ Intelligent Distance Control ■ Navigation-enabled Intelligent Cruise Control with full-speed range following capability ■ Adaptive Front-Lighting System (AFS) ■ Intelligent Around View Monitor ■ Intelligent Rear View Mirror	Helps the driver drive with peace of mind
Risk has appeared ■ Intelligent Forward Collision Warning ■ Lane Departure Warning ■ Intelligent Lane Intervention ■ Blind Spot Warning ■ Intelligent Blind Spot Intervention ■ Intelligent Back-up Intervention ■ Intelligent Driver Alertness ■ Rear Cross Traffic Alert	Helps the driver avoid or mitigate dangerous situations
Crash may occur ■ Intelligent Emergency Braking ■ Anti-lock Braking System (ABS) ■ Vehicle Dynamics Control (VDC) ■ Emergency Brake for Pedal Misapplication	
Crash is unavoidable ■ Front Pre-Crash Seatbelts	
Crash ■ Zone Body Construction ■ SRS Airbag Systems ■ Pop Up Engine Hood	Helps minimize injuries when a collision is unavoidable
Post-crash ■ Automated Airbag-Linked Hazard Lamps ■ SOS call (HELPNET)	



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## Latest Safety Technologies\*

\*All terminology and functionality as seen in the Japan market.

### Intelligent Emergency Braking

When the front-mounted camera detects a vehicle or pedestrian ahead and the risk of collision increases, visual warnings appear in the meter display and an audible signal warns the driver to take appropriate action. If the driver does not reduce speed appropriately, braking is applied to help avoid or reduce the severity of a frontal collision.

### Emergency Assist for Pedal Misapplication

This technology uses sonar to detect walls and other obstacles in the direction of travel. When the accelerator pedal is depressed too strongly or the system determines that there is a risk of collision, audio and visual warnings alert the driver as the system reduces engine or motor output and brakes to prevent or reduce the severity of a collision. According to our accident analysis, pedal misapplication is not restricted to parking lots and similar spaces but also often occurs on the road. Our latest system supports the driver in a wider range of situations in that it can detect vehicles and pedestrians with a front-mounted camera installed in the upper portion of the windshield when traveling at speeds of up to 25 km/h.



### Lane Departure Warning/Intelligent Lane Intervention

The Lane Departure Warning system alerts the driver when the car appears to drift out of its travel lane with a visual warning in the meter display and an audible signal. The Intelligent Lane Intervention system can also automatically help the driver return to the travel lane by redirecting the vehicle toward it.

### Intelligent Driver Alertness

When the Intelligent Driver Alertness system detects via the driver's steering activity that driver alertness may be reduced, a visual warning in the meter display and an audible signal urge the driver to take a break.

### Intelligent Rear View Mirror

When the switch is flipped on, the Intelligent Rear View Mirror shows the view through a rear-mounted camera, helping provide clear rearward visibility. Any cargo or vehicle occupants inside the vehicle do not impede the mirror's rearward view. Additionally, the sensitivity of the camera can be increased at night or in other low-light conditions, providing the driver with a clear rearward view in a variety of circumstances.

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### Intelligent Around View Monitor

Images showing the vehicle from a virtual bird's eye view clearly convey the relationship between car and parking space, assisting the driver in parking. If the system detects moving objects around the car, the monitor alerts the driver. The system also supports the driver with safety checks when entering a garage or exiting a parking space.

### Rear Cross Traffic Alert



The Rear Cross Traffic Alert warns drivers backing out of a space when a risk is detected of vehicles approaching behind them from either side.

### Blind Spot Warning



When the Blind Spot Warning system detects a vehicle diagonally behind the vehicle, it indicates the presence of this vehicle to the driver. When the driver has the turn signal indicator on, visual and audible warnings are provided.

## Dissemination of Advanced Driver Assistance Technologies: ProPILOT

Brought to market in 2016, ProPILOT is a driver assistance system that can provide speed control, lane centering and brake assist functionalities. ProPILOT 2.0 is the world's first advanced driver assistance technology that offers a wide range of support for drivers traveling on a multi-lane highway by setting their destination in the navigation system to set a predefined travel route, such as hands-off driving while cruising in a given lane and lane changes for passing and branching off. In September 2019, ProPILOT2.0 was equipped as standard in the all-new Nissan Skyline hybrid. The technology is highly acclaimed, winning Best Innovation Award in the 2019-2020 Japan Car of the Year awards and the RJC Technology of the Year at the RJC Car of the Year awards.

We are progressively deploying ProPILOT globally in a wider range of vehicle types. So far, in Japan, has been available in the Serena, Nissan LEAF and X-Trail. In the United States, ProPILOT is available in the INFINITI QX50, Rogue, Rogue sports, Altima, and Nissan LEAF. In Europe, it is available in the Nissan LEAF, Qashqai, X-Trail and Nissan Juke. And in China, it is offered on the Altima, X-Trail, and INFINITI QX50. The new Nissan Dayz, was the first "kei" vehicle to offer this feature and its now also offered in the Nissan ROOX, and in total, more than 660,000 vehicles equipped with ProPILOT have been sold as of the end of March 2020. We intend to deploy the technology in 20 models for sale in 20 markets by the end of fiscal 2023, when the number of ProPILOT-equipped vehicles sold annually is expected to reach 1.5 million.

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## From Preventive Safety to Autonomous Driving

We are enhancing our preventive safety technologies to support the four basic steps in avoiding accidents: sensing, cognition, judgment and action. Today we are developing autonomous driving technologies as the next step in our approach to driving safety. We believe that autonomous driving



A Nissan autonomous driving test vehicle.

could help reduce traffic accidents—more than 90% of which have human error as a contributing factor—and help realize a society with virtually no traffic accidents.

Autonomous driving vehicles equipped with

millimeter-wave radar, laser scanners and cameras continually monitor their surroundings in every direction. If they approach other vehicles or objects, artificial intelligence selects the appropriate action based on the information stored in its knowledge database. The goal is an autonomous driving vehicle that can correctly assess the situation, make decisions and drive safely even in complex traffic environments, such as crossroads with no traffic lights or when passing parked vehicles.

Nissan implements field-testing of autonomous driving on a global basis. In 2019 the U.K. Human Drive Project, an autonomous driving vehicle ran for 370km over the wide-ranging and unique driving environment in the United Kingdom, including suburban roads, highways and city streets.

In a society facing issues including aging populations and urban congestion,

autonomous driving technologies may one day be able to help reduce traffic accidents, providing peace of mind to drivers and increased mobility to the rapidly growing number of senior citizens. We believe that autonomous driving technologies are a major breakthrough offering new mobility value. We are proactively developing these technologies and working to bring them to market.

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## Nissan's Traffic Safety Activities: Involving People

To create a better mobility society, it is important for as many people as possible to share an understanding of traffic safety, from drivers and vehicle occupants to pedestrians. We take part in educational activities to help boost this safety awareness, including measures to improve driving skills and a range of other safety promotions.

### Initiatives in Japan

Traffic accidents are statistically more likely to occur during the dusk hours from 4:00 to 6:00 p.m. As part of the Hello Safety Campaign, Nissan's Omoiyari Light Promotion urges drivers to turn on their headlights earlier in the evening. We have been involved in this campaign since 2010 and promote civic activities with two-way communication to raise public awareness of traffic safety.

Furthermore, we launched a traffic safety project \* in 2018 together with a research department in Niigata University. They specialize in kinesiology, and they have been promoting traffic safety through the involvement of the local community. We are engaged in a wide range of activities that traverse industry sectors, regions, and generations with the aim of realizing a mobile society with zero traffic fatalities, that embraces diversity and leaves no one behind. We stand by the members of society who are at a social disadvantage including in the area of transportation, such as small children, the elderly, foreign visitors and those cut off from public transportation because of depopulation. One of the outcomes from these efforts is the

"Wheel Spinning (Guru-Guru) Exercise", developed in March 2020, which promotes and encourages safe driving among senior drivers.

\* Traffic Safety Project

ToLiTon (Town, Life and Transportation) Safety Initiative

This project was named to promote proposals to town, life, and transportation that are not bound by past conventions

### Omoiyari Light Promotion

On November 10, designated "Day of Good Lighting", we hold various interesting and fun activities around Japan to remind drivers of the importance of turning on



their headlights early in the evening. In 2019, approximately 540 people participated in an on-street campaign to encourage drivers to turn on their headlights before dark at 14 locations across Japan: Obihiro in Hokkaido prefecture; Yamagata in Yamagata prefecture; Sagami-hara in Kanagawa prefecture; Niigata in Niigata prefecture; Asahi (Nyuzen) in Toyama prefecture; Tsuruga and Echizen (Sabae) in Fukui prefecture; Higashikagawa in Kagawa prefecture; Aki district in Kochi prefecture; Nagasaki, Matsuura, Hirado and Emukae in Nagasaki prefecture; and Iriki in Kagoshima prefecture. These volunteers were subsequently invited to attend a Traffic Safety Roundtable. The participants shared information on initiatives under way in various regions and issues they faced, which enabled all to foster strong exchanges.

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Throughout the year, Global Headquarters Gallery hosted daily presentations at dusk by Nissan's "Miss Fairlady" PR staff members about the Omoiari Light Promotion. From 2019 they have been holding up signboards that encourage turning on headlights while they explain. By urging greater awareness of, and action on, safety among corporations, nonprofit organizations, car-lovers and other stakeholders, these activities have helped our Omoiari Light Promotion steadily gain broad acceptance among the public.



Volunteers in Obihiro, Hokkaido calling for drivers to turn on their headlights



Regions participating in the campaign to turn on headlights

### Wheel Spinning (Guru-Guru) Exercise for Senior Citizens' Traffic Safety

This exercise was developed to support safe driving primarily by senior citizens by improving their muscle strength and enhancing their cognitive abilities.

Senior citizens tend to lose motor function due to a lack of exercise.

Research by the Niigata University (kinesiology) has shown that when motor

function declines, it has various negative impacts on the ability to drive a vehicle.

The exercise has three main benefits: improving circulation to help refresh the body, building strength through a somewhat strenuous motion, and stimulating the brain to enhance cognitive abilities. So they are easy to remember, all the moves are completed in four beats over three seconds and the movements are repeated in a rhythmical manner. The exercise can be performed before operating a vehicle or any time one has some time to spare. It can also be done without the steering wheel prop and it is also effective to a degree, even if it is done while sitting and watching television or listening to music. A video showing senior citizens, pre-school children and university students performing Wheel Spinning (Guru-Guru) Exercise and participants enjoying a workshop to make their own one-of-a-kind steering wheels to be used in the exercise was posted to Facebook, YouTube, and Twitter.



Wheel Spinning (Guru-Guru) Exercise



Workshop to make steering wheels for the exercise

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## Partnership with the FIA for Traffic Safety

In 2014, Nissan and the Fédération Internationale de l'Automobile (FIA) formed a partnership to make the world's roads safer through the FIA Action for Road Safety campaign. We were an official supporter of the FIA's innovative awareness-raising campaign, launched to bolster the United Nations Decade of Action for Road Safety.

As part of this partnership, we worked worldwide to promote the FIA Golden Rules which aim to reduce the number of deaths from traffic accidents. By signing the FIA Online Pledge, campaign supporters publicly commit to driving safely.

We leveraged events like the Nissan Safety Driving Forum and other outreach efforts to educate drivers about the FIA Golden Rules and FIA Online Pledge.

## Society: Working Together with Society

We believe we can help create an even safer mobility society by using information from the traffic environment surrounding vehicles on the road. In collaboration with a wide range of governmental agencies, universities and companies, we are participating in various projects aimed at realizing a safer, more pleasant mobility society.

### Helping Reduce Wrong-Direction Accidents

Recently, Japan has seen an increased number of incidents involving vehicles traveling in the wrong direction on expressways. Working together with West Nippon Expressway Co., Ltd., we have developed a navigation program that uses GPS to notify expressway drivers of vehicles driving the wrong way. The system detects these vehicles based on GPS coordinates, maps, vehicle speeds and other data, and their drivers receive audible and visual warnings. It first appeared in the Nissan Fuga Hybrid released in October 2010 and is now available as an option on every type of vehicle we sell in Japan, including commercial vehicles. Now that the technology has been licensed to Pioneer Corp., this function is available to customers who use Pioneer car navigation systems as well.

### Our Initiatives for the Future

#### Applying NASA Technology to Develop AI for Autonomous Vehicles

To realize fully autonomous city driving, we are developing the Seamless Autonomous Mobility system (SAM). SAM will be able help cars safely navigate unforeseen situations like accidents, road construction and other obstacles. When autonomous decision-making is difficult, a remote operator

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draws up an ideal route to manage the situation and sends it to the vehicle for execution.

### Field Testing Commercial Mobility Services Using Driverless Vehicles

Nissan and the Japanese Internet firm DeNA Co., Ltd. are jointly developing a new mobility service called Easy Ride using driverless vehicles. In March 2018, field tests of the Easy Ride service were conducted in the Minatomirai district of Yokohama in Kanagawa prefecture. The field tests used monitors in test cars equipped with autonomous driving technology to assess and check the service. In February 2019, we conducted tests under more realistic circumstances by expanding the test field and randomly choosing starting points and destinations. In February 2020, we held a test drive event for representatives of National government agencies, regional and municipal authorities, transportation operators, local companies, and other stakeholders.

Nissan and DeNA will work together to develop service designs for driverless environments, expand service routes, optimize distribution logic for when vehicles share congested roads with driver-operated vehicles, establish pick-up/drop-off processes, and explore the possibility of multilingual support. We aim to launch the full service in the early 2020s.

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# PRODUCT SAFETY AND QUALITY

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## Product Safety and Quality Policies and Philosophy

Product evaluations and automaker brand value are entirely dependent on customer perception of quality. In the automotive industry, rapid technical innovations are seeing customers demand ever-higher levels of quality in the products they purchase. A company can strengthen its brand by consistently providing the value customers expect, but failing to meet expectations even once makes it harder to maintain a platform for providing new value to those customers.

As mobility needs rise worldwide, driven by increased urbanization and structural changes in the global economy, Nissan is expanding production to fulfill its mission of offering people everywhere the rich benefits of mobility. At the same time, we believe that automakers have an important responsibility to always offer customers the kind of quality they expect. We aim to earn our customers' trust by addressing quality as a companywide issue. This means providing top-level quality to customers at every stage, from the planning of new vehicles through development, manufacturing, distribution and sales to aftersales service.

## Fair and Swift Action on Major Quality Issues

Our primary responsibility as a manufacturer is to make every effort to ensure that product issues do not occur in the first place. Another duty is to ensure that vehicles, which are extraordinarily complex industrial products, are manufactured to handle a range of eventualities. Our approach to recalls is to conduct them transparently, fairly and promptly. The decision to conduct a recall is based on compliance with relevant laws and consideration of how the issue may affect customers' safety. When a recall is judged necessary, we implement it swiftly, placing top priority on customer safety and minimizing the disruption to their lives.

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## Quality Policies and Philosophy

Quality has many aspects, and we seek to provide high quality at all stages of the customer experience: how it feels to use the product itself, the way customers are treated by sales staff in showrooms, the response if problems arise with the product. To achieve this, we pursue effective companywide cooperation at the cross-functional and cross-regional levels. We aim to be recognized by customers as a brand offering top-level quality in both products and sales and services.

Vehicle product quality is essential for safe and comfortable long-term use. We aim to provide a high level of quality that meets customer expectations over the entire lifecycle of the product. This includes the perceived quality when a customer opens the vehicle's door in the showroom, sits in the seat and takes a test drive; the initial quality in the first year after purchase; and the durability that allows the vehicle to provide many years of use.

We also conduct initiatives to increase customer satisfaction (CS) regarding sales and service quality. Our aim is to exceed expectations at every customer contact point, including dealership visit, purchase, maintenance, inspection and repurchase.

We listen to customers and incorporate their feedback in every process throughout the company in our pursuit of CS.

## Product Safety and Quality Management

Ensuring the safety of customers who purchase Nissan cars and consistently providing the quality they expect are both important parts of gaining their trust. In order to earn that trust and achieve sustainable growth, Nissan has set the companywide goal of being recognized by customers as a brand offering top-level quality. We have created systems to promote quality improvement globally, with top executives taking responsibility for ensuring these promotions are successful. All Nissan employees work together as one to improve quality around the world.

### Management Systems for Product Safety and Quality

To achieve top-level quality, we have assigned a number of Senior Vice Presidents, headed by the Chief Quality Officer (CQO), to focus exclusively on quality issues. A CQO meeting, chaired by the CQO, is held every month and attended by executives representing each division and region. These meetings work to promote the swift solution and improvement of issues related not just to product quality but also to sales and service quality experiences before and after purchase.

Additionally, in order to fully implement compliance, we have established a three-layer monitoring and audit system and are working to strengthen our audit activities. The first layer consists of each division implementing monitoring activities to ensure strict observance of laws and standards. In the second layer, the Conformity Audit Office conducts audits of those efforts to observe laws and standards. And in the third layer, the Internal Audit Office conducts risk-based audits in accordance with annual plans.

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## Product Safety and Quality Achievements

### Reflecting Customer Feedback in Activities to Enhance Quality

Quality reflects how successfully Nissan interacts with its customers. In order to provide the value that customers expect and respond rapidly if they are not satisfied, we listen to all feedback and put what we learn to use in measures to improve quality at every stage, from product design and development to aftersales service.

#### Responding Rapidly to Customer Feedback and Timely Sharing of Information

We receive and respond to customer comments and questions worldwide through a range of contact points, including dealers, call centers and surveys.

Our customer call center in Japan, for example, receives around 280,000 comments and questions from customers annually. All catalogs, instruction manuals and similar materials published over the last 50 years have been digitized for easy searching, letting operators address customer concerns as quickly as possible. Operators also have access to a database of frequently asked questions and their answers, organized into three segments by vehicle models, keywords and categories.

Opinions and comments received by our customer call center in Japan are anonymized and shared companywide on the intranet, where employees can access and view them at any time. Information is also promptly sent by email

to executives and senior managers.

Employees who buy Nissan vehicles are also customers and important stakeholders. The “Quality Listening Box” on our intranet lets employees actively contribute information to raise the quality of products and services.

#### Incorporating Customer Feedback into Products and Services

We have implemented a system for reflecting customer feedback in our products and services. Reliable information sharing ensures that this feedback is incorporated in the work of all functions, including product planning, R&D, manufacturing and sales.

Product quality is about more than just a lack of mechanical faults—it includes any factors that could affect customer satisfaction (CS). We see these factors as issues requiring action and strive to improve quality across all areas.

The value that customers expect from products varies according to their region, age, and personal tastes and can also be affected by market factors, such as product diffusion levels or even climate.

Although we have basic specifications for global design, we fine-tune these to meet regional needs. The Chief Quality Engineer (CQE) performs this role, participating in the vehicle manufacturing process from the product planning stage in order to enhance CS and reduce defects. We glean customer perspectives from market information and employee monitors and prioritize our response to these from the planning and development stages for both products and services.

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## Adopting a Customer Perspective and Fostering a CS Mindset

To improve quality across the company, all employees must consider the customer's perspective and keep CS in mind as they work. For this reason, we implement numerous activities for incorporating customer views. One of these is regular CS mindset training.

This training covers quality improvement measures and CS policy in the Nissan Group, incorporating actual feedback from customers in group discussions. Employees discuss what we can do for our customers and what actions are necessary in the current situation, which fosters a CS-based quality-improvement mindset among individual employees. This training is currently offered in Japan, with further expansion ongoing around the world in a growing number of departments.

Since 2003, we have also held Nissan Quality Forums for executives, employees and suppliers. These annual forums use information displays, video presentations and actual vehicles and parts to showcase our latest quality results, customer feedback and activities aimed at meeting targets. The forums are organized cross-functionally by all divisions from R&D to service. In recent years experiential events that lead to actions being taken have been organized in order to raise all employees' awareness of CS and quality-improvement issues. They are held globally in Japan, North America, Latin America, Europe and Southeast Asia.

## Improving Product Quality

Product quality is a basic feature in allowing customers to use a product safely and comfortably over the long term. For Nissan, a leading automaker with a strong history of *monozukuri*, Japan's tradition of careful craftsmanship, product quality is the foundation for our sustainability as a company. We consider quality from the customer's perspective at all times and respond quickly if a defect occurs, striving to prevent recurrence so as not to inconvenience the customer. We ascertain customer dissatisfaction and address it through all possible means, improving quality to increase satisfaction.

We categorize product quality into areas like perceived quality, initial quality and durability. Quality improvement efforts target the entire lifecycle of a product, from planning and design to R&D, manufacturing, logistics, sales and aftersales service. We monitor the results of quality surveys, using them as internal indices and making improvements through the PDCA (plan, do, check, act) cycle.

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## Approaches in Development and at Manufacturing Plants

### Improving Perceived Quality and Developing Vehicles with Valued Designs

Perceived quality is the quality that customers feel when seeing, touching and operating a vehicle. For example, when customers come to the showroom, they open vehicle doors, sit in seats and check things like the texture of interior fittings.

The perception of quality is a particularly subjective matter, and applying objective criteria requires thorough studies. We conduct consumer researches around the world targeting customers who have purchased or are considering purchasing a Nissan car in order to understand their perceptions better and incorporate those perceptions in new vehicles. Our perceived quality specialists communicates the voice of customers around the world and support us to develop attractive styling vehicle that are valued by our customers.

### Producing Products of Consistent Quality Worldwide

We have adopted the 4G Strategies to produce high-quality products globally. These strategies let us quickly create optimum production structures for providing consistently high-quality products to customers around the world.

#### Nissan's 4G Strategies

<p><b>Global Production Engineering Center (GPEC)</b></p> <p>The GPEC develops optimized production processes through focused trials and analysis of new vehicles. As well as dramatically improving quality in the vehicle production preparation stage, it strives to establish global quality consistency by spreading high standards to manufacturing plants in and outside Japan.</p>	<p><b>Global Professional Development Center (GPDC)</b></p> <p>The GPDC trains logistics specialists to work at manufacturing bases. Training includes parts packaging design, packaging testing and evaluation methods, CAD and optimum logistics cost management to maintain high quality.</p>
<p><b>Global Training Center (GTC)</b></p> <p>Manufacturing quality and productivity depend greatly on the skills of individual workers. To raise these skills to a competitive level in our plants worldwide, the GTC runs classroom lectures and skills training activities based on the Alliance Production Way (APW). Graduates of Master Trainer programs take part in training programs for local staff in regional training centers, efficiently passing their skills on to others.</p>	<p><b>Global Launching Expert (GLE)</b></p> <p>The GLE helps resolve issues related to <i>monozukuri</i> (production) during the new vehicle launch phase. Evaluations and advice from GLE core members and support from GLE registered members help us meet QCT (quality, cost, time) targets on every new vehicle launch.</p>

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### Implementing Quality Tests Envisioning a Myriad of Situations

Each of our production cars and development models is evaluated using a system called AVES\* to monitor quality on a daily basis. Feedback from customers is incorporated in standardized evaluation criteria, which are used to train quality assessment specialists. Only these company-certified experts, known as "AVES Masters," can perform our strict daily assessments. The assessment process evaluates the vehicle's interior and exterior and tests it while it is in operation, focusing on whether it meets quality standards defined in terms of customer requirements.

During the running tests, carried out on actual roads, assessors check the vehicle in areas including unexpected noise, vibration, stability of handling and the functionality of its various advanced systems.

Final responsibility for overall quality is the responsibility of the COE, who envisages different use scenarios for Nissan vehicles and carries out stringent quality checks accordingly.

\* AVES stands for "Alliance Vehicle Evaluation Standard." AVES is a quality evaluation system used across the Renault-Nissan-Mitsubishi alliance, in which specially trained experts assess vehicles using more than 300 quality assessment criteria established from the customer's perspective.

### Activities to Improve Market Quality

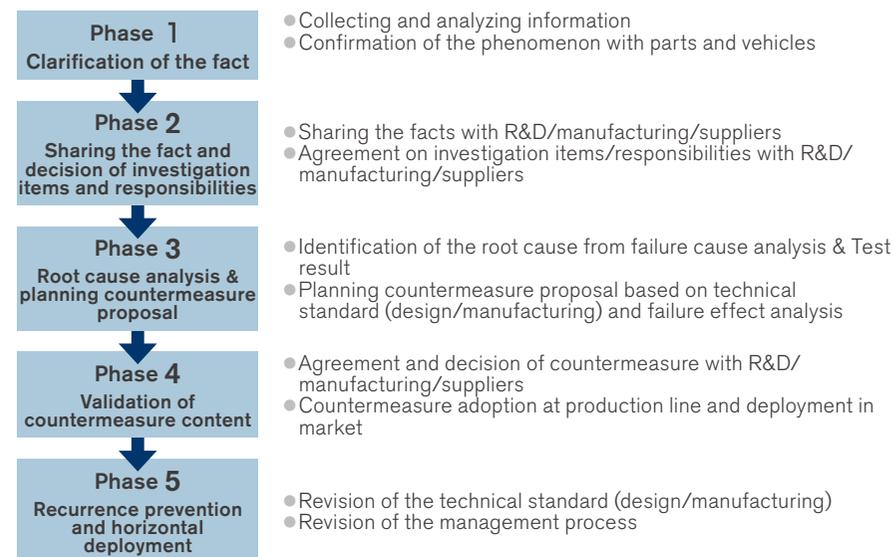
#### Swiftly Improving Quality in Local Markets

We are strengthening direct communication with sales companies and customers to promptly identify and respond to customer dissatisfaction and defects. Our TCSX addresses customer dissatisfaction and quality issues based on information from sales companies and the customer call center. It

shares information with the R&D and manufacturing divisions to investigate the causes and come up with countermeasures. These countermeasures are incorporated in production models on the market. In this way, we seek permanent solutions to prevent outflow of quality issues.

The global expansion of our corporate activities has increased our potential exposure to customer dissatisfaction and quality issues in more regions around the world. In response, we have established Field Quality Centers (FOCs) with the goal of promptly gaining an understanding of regional quality issues and analyzing their causes locally. There are now 19 FOCs in Japan, the United States, Europe, China, Mexico, Brazil, South Africa, India, Australia, Thailand, Indonesia, Malaysia and other locations.

Conceptual representation of the five phases of market quality research and analysis



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Our FQCs conduct market quality research and analysis in five phases. First, they recall problem products from the market to clarify the facts and conduct detailed interviews to replicate the defects (Phase 1). Next, they bring suppliers together with our R&D and manufacturing divisions to share information, decide on areas for further investigation and assign responsibilities (Phase 2). Based on the findings of these detailed studies, staff members gather again to scientifically pinpoint the cause of the problem and decide on specific countermeasures (Phase 3). These measures are incorporated in future R&D and manufacturing activities and new management structures are put in place to prevent recurrence of reliability issues or incidents (Phases 4 and 5).

### Improving Initial Quality

Initial quality issues involve defects that occur within a year of a new car purchase. To ensure that customers are satisfied, we maintain a firm commitment to enhancing quality at the manufacturing stage for every single product that comes off the line. To this end, we have adopted the Alliance Production Way (APW) as our fundamental approach in this area. The Chief Vehicle Engineer (CVE), who is responsible for development, meets with the CQE to share information from the market in order to promptly respond to customers' wishes and potential satisfaction concerns.

We confirm quality improvements for each process and explore necessary risk-reduction measures by visualizing potential risks at the planning stage. Applying all of these processes with transparent criteria lets us ensure that new models offer high quality from the outset.

### Enhancing Durability

Product life is affected by durability issues that can arise from long vehicle use: molded resin parts changing color or deforming, surface materials becoming abraded, chrome stripping away and material fatigue producing odd noises in the vehicle. We consistently obtain data of warranty after the initial sale and conduct quality checks on recovered vehicles and parts actually used by customers to identify defects earlier. Analyzing this data helps us develop technologies that are more resistant to durability issues.

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## Approaches with Suppliers

As our production network expands worldwide, the risk of problems related to the quality and supply of parts increases. Our efforts to ensure product quality include working with suppliers to improve quality at all production sites from the design stage onward.

### Promoting Risk Evaluation and Reduction Management Among Suppliers

We promote stronger global management at the head offices of our suppliers with global operations even as we work to enhance our own global quality management. Nissan representatives visit each supplier's plants and check the quality control conditions on their production lines. We also offer support for suppliers' efforts to meet the quality control standards we require. In addition to these activities, we have prepared checklists based on successful resolution of past issues and work not only with direct suppliers but also with tier-2 suppliers to implement quality improvement measures.

### Supplier Inspections and Training for Improving Product Safety and Quality

To ensure product safety, we work together with suppliers and conduct inspections for products as well as components.

Each component from our suppliers represents the end-product of a complex manufacturing process that includes planning and development validation, turning design blueprints into prototypes, performance testing and, finally, mass production. We have created a system called ANPQP\*1 for regulating the necessary quality assurance across this entire series of activities. The ANPQP requires tests to be carried out on every component

delivered by suppliers to confirm their high quality.

To determine whether new suppliers are able to carry out these tests, we developed the ASES system.\*2 The ASES contains 240 evaluation criteria to determine if a component is defective and analyze the systems in place to prevent problems occurring. The ASES is applied on-site, at the supplier's factory. New suppliers undergo ANPQP training and are certified as trainers themselves after they reach a specified level. They then conduct training on the supplier's premises and build a system for supplying precision-built components.

Suppliers already dealing with Nissan are given a "Supplier Score Card" containing an assessment of diagnostic measurements like delivered quality and market quality. In addition, the SHC\*3 system also involves periodic inspections of supplier factories to check their management system. This ensures that suppliers maintain their systems for consistently delivering high-quality components and conduct new initiatives to further improve quality.

\*1 ANPQP stands for "Alliance New Product Quality Procedure." We created the ANPQP based on IATF16949, a standard for automotive sector quality management systems published by the International Automotive Task Force (IATF), in order to establish supplier quality assurance standards.

Click here for more information on ANPQP.

[https://www.nissan-global.com/EN/QUALITY/PRODUCTS/GLOBAL\\_SP/GUARANTEE/](https://www.nissan-global.com/EN/QUALITY/PRODUCTS/GLOBAL_SP/GUARANTEE/)

\*2 ASES stands for "Alliance Supplier Evaluation Standard." The ASES is used to evaluate if a vendor qualifies to become a suitable supplier. Based on 240 criteria at five stages, potential vendors are ranked A, B, C or D. We then form business relationships with the top-ranked industry suppliers.

\*3 SHC stands for "Supplier Health Check." The SHC is our unique system for checking our suppliers' quality management systems and how they are actually being implemented.

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## Improving Sales and Service Quality

As well as aiming to produce high-quality vehicles, we work to increase the quality of our sales and aftersales service during the purchasing process, seeking to exceed customer expectations at all contact points. Through effective management of sales and service quality at dealerships in major markets around the world, we strive to improve CS by adhering to the Nissan Sales and Service Way (NSSW). Our goal is to achieve top-level CS in 20 key national markets, including Japan, the United States, China, and major European markets, boosting our brand image worldwide.

### The Nissan Sales and Service Way (NSSW)

The Nissan Sales and Service Way (NSSW) is a set of global guidelines designed to improve customer perceptions of our brands and products and increase satisfaction with our sales and marketing activities and aftersales service. We conduct a range of activities to increase CS and improve sales and service quality based on the NSSW.

In particular, as well as improving our dealership facilities, we set global standards and carry out initiatives to provide customers with a consistent sales and service experience. We aim to respond rapidly to customer dissatisfaction and other issues and review business processes to incorporate feedback collected through contact centers, dealerships, email, social media and other channels.

## Updating Global Dealership Standards

In response to the diversification of our customers' expectations and lifestyles, we are introducing a new initiative called the Nissan Retail Concept (NRC) to dealerships around the world to promote standardization. We aim to improve CS by improving sales and service quality through a globally consistent brand experience. With the rapid spread of digitalization, consumers' purchasing behavior and ownership experiences are changing dramatically. To respond to these changes, we have introduced global standards for improving our dealership operations, from new standard shop designs to digital environments for dealerships. Adoption of the new standards has already begun in key countries, and more than 1,800 stores had completed the adoption process by the end of fiscal 2019. We will continue to deploy the new concept in our stores around the world.

The new dealership layout and design is intended to appeal to all customers, from those who have come to purchase a new car to those returning for vehicle inspection or servicing, creating comfortable, welcoming spaces that offer needed services as efficiently as possible. We aim to standardize our entire sales and service process for customers in response to diverse customer needs, in order to improve satisfaction among customers who visit dealerships.

With the adoption of digital tools, we are aiming to make dealership operations more efficient and assist customers considering the purchase of a new car. To ensure that the new standards are adopted in each country, the Nissan Academy, a special team for educating dealers, will develop and conduct training for dealership staff and management, teaching them to provide an experience that goes beyond customer expectations.

NRC also incorporates key Nissan brand elements such as Nissan

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Intelligent Mobility, electric vehicles, the NISMO performance sub-brand, light commercial vehicles and Nissan Intelligent Choice (our premium certified pre-owned car program). We hope to improve customer satisfaction and convenience even as we promote the Nissan brand and expand our business.

To boost the quality of sales and service activities at dealerships, we train specialist staff and continually improve these activities. These specialists analyze dealer operations, develop improvement plans based on their individual situations and support implementation. For example, they visit dealerships after analyzing CS surveys and the voice of the customer, clarify issues by observing workplace operations and interviewing staff, and then discuss potential solutions with the staff and provide guidance allowing the dealership to continue making autonomous improvements.

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# SUPPLY CHAIN MANAGEMENT

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## Supply Chain Strategy

The challenges facing modern societies, such as climate change and energy issues, are increasingly global in their scope. To meet these challenges, it is essential for Nissan to identify relevant issues at each stage along the supply chain and make ongoing efforts to address them. As a business with worldwide operations, Nissan has a supply chain that extends across the globe. We promote consistency in purchasing activities throughout the global supply chain, sharing our vision and policy with business partners and strategically collaborating with them to ensure their adoption.

We aim to achieve sustainable growth built on a foundation of mutual trust with its business partners. We listen closely to and work with our suppliers as equal partners, developing and maintaining cooperative and competitive relations that enable us to implement best practices.

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## Nissan's Approach to the Supply Chain

To optimize purchasing activities, the Alliance partners established a common purchasing company, the Renault-Nissan Purchasing Organization (RNPO), in 2001 and have steadily increased the scope of its activities in the years since then. The organization now covers all purchasing domains, incorporates all purchasing functions and builds mutually profitable business partnerships with all suppliers. Its name was changed to the Alliance Purchasing Organization (APO) in April 2018, after Mitsubishi Motors joined the Alliance. The new organization aims to help each company in the Alliance achieve sustainable performance through the steady development of the Alliance as well as through the advantage of economies of scale.

We use common, transparent processes and criteria worldwide to select suppliers and are open to doing business with new partners, regardless of nationality, size or transaction ties in the past. Suppliers are selected after the relevant Nissan divisions meet to examine submitted proposals from a range of perspectives. We explain our decisions to every supplier that takes part in the supplier selection process as part of a thoroughly fair, impartial and transparent system.

Transactions with suppliers are based on the three values that the Alliance regards as important: trust (work fairly, impartially and professionally), respect (honor commitments, liabilities and responsibilities) and transparency (be open, frank and clear).

Nissan and Renault have produced a booklet, The Renault-Nissan

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Purchasing Way,\* outlining the values and processes the Alliance sees as important when doing business. This booklet has been shared with tier-1 Renault and Nissan suppliers since 2006. In Japan, we also adhere to the “proper trading guidelines” issued by the Ministry of Economy, Trade and Industry for the automotive industry.

\* Click here to download The Renault-Nissan Purchasing Way.  
[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Renault\\_Nissan\\_Purchasing\\_Way\\_English.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Renault_Nissan_Purchasing_Way_English.pdf)

### Supply Chain Company Organization

The Alliance Purchasing Organization (APO) created by Renault, Nissan, and Mitsubishi Motors

## APO

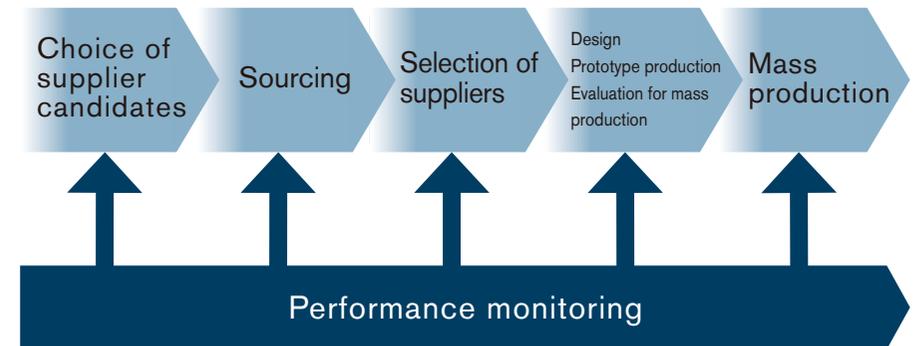
### Alliance Purchasing Organization

- Purchasing domains : All (components, materials, equipment, molds, service support)
- Purchasing functions : All (planning, procurement, projects [vehicles/units], management, supplier quality, etc.)



RENAULT NISSAN MITSUBISHI

### Processes from Supplier Selection to Mass Production



### Working with Suppliers

We aim to make our global supply chain sustainable by conducting ethically, socially and environmentally responsible business at every stage. We collate and manage a database of plant locations, total purchase values and other basic information for all suppliers. We are working together with all suppliers to promote the sustainability principles set out in the Renault-Nissan CSR Guidelines for Suppliers and the Nissan Green Purchasing Guidelines.

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## Supply Chain Management Policies and Philosophy

### Promoting Widespread Permeation through the Renault-Nissan CSR Guidelines for Suppliers

To effectively implement sustainability practices worldwide, Renault and Nissan revised the Renault-Nissan CSR Guidelines for Suppliers\* in December 2015. Renault and Nissan distributed the revised guidelines to all their suppliers and have also asked suppliers to share the revised guidelines with their own business partners to ensure they permeate throughout the supply chain. Renault and Nissan drew up the first edition of the guidelines for distribution in 2010 with reference to the CSR guidelines of the Japan Automobile Manufacturers Association, Inc.

Key revisions and clarifications in the 2015 edition included, as a response to new laws and ordinances: (1) updating the procurement policy to include responsible mineral procurement and the elimination of antisocial forces based on new Japanese governmental guidelines and regulations; (2) requiring a shared commitment to sustainability activities with suppliers at the time the guidelines are distributed and (3) beginning third-party assessment of supplier sustainability activities as an Alliance initiative from fiscal 2016. As part of efforts to promote sustainability practices among business partners in emerging countries, the revised guidelines were published in Chinese as well as English and Japanese.

To help suppliers review their corporate activities from a sustainability perspective and take sustainability actions, the guidelines explain expected initiatives in 26 categories across the following five areas:

1. Compliance: Complying with laws, preventing corruption, etc.

2. Safety and Quality: Ensuring the safety and quality of products and services, etc.
3. Human Rights and Labor: Prohibition of child labor and forced labor, complying with working hours and remuneration laws, etc.
4. Environment: Environmental management, reducing greenhouse gas emission and industrial waste volumes, and managing chemical substances, etc.
5. Information Disclosure: Open and impartial communication with stakeholders, etc.

In addition, suppliers are requested to undergo assessments by third parties. The guidelines mandate that suppliers comply with laws and regulations. If suppliers are found to be in a state of non-compliance, the guidelines prescribe required responses, such as filing a report immediately, conducting an investigation and formulating corrective measures. In the case of a non-compliance incident, we will take firm action based on our regulations and do everything necessary to prevent a recurrence. In fiscal 2019 no human rights violations, such as discrimination, occurred, and no supplier was found to be at serious risk of forced labor or child labor.

\* Click here to download the Renault-Nissan CSR Guidelines for Suppliers.

[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/CSR\\_Alliance\\_Guidelines.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/CSR_Alliance_Guidelines.pdf)

### Suppliers and Environmental Activities

Nissan has shared its environmental philosophy and environmental action plan with suppliers since the mid-1990s. To improve environmental performance throughout the supply chain jointly with suppliers, we first published the Nissan Green Purchasing Guidelines in 2001 and have actively promoted environmental activities at suppliers in line with these

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guidelines since then. After Nissan and Renault integrated their technical standards for management of chemical substances in fiscal 2016, a revised version of the guidelines were published in January 2017. Furthermore, in August 2018, based on the midterm environmental action plan, Nissan Green Program 2022 (NGP2022),\*1 we revised the content of the guidelines, adding requests that suppliers undertake their own environmental activities. Additionally, in May 2019, in order to strengthen management of environment-impacting substances, we added requirements dealing with supplier self-diagnosis of environment-impacting substance management and related topics, which all suppliers are asked to follow.\*2

The Nissan Green Purchasing Guidelines are part of the detailed explanation in the environment-related section of the Renault-Nissan CSR Guidelines for Suppliers.

Environmental activities undertaken with suppliers involve the core components of compliance with environmental regulations and Nissan's basic environmental principles, along with activities to reduce the burden on the environment.

As for the former, in response to global trends\*3 in such regulations as the European Union's Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) Regulation and the European Reusability/Recyclability/Recoverability (RRR) Directive, we have added new items to the list of banned substances and globally expanded component data management. When selecting suppliers for new models, we check their management of and activities regarding environmentally hazardous substances, informing them of specific actions needed to comply with the REACH Regulation and requesting their compliance.

Based on the NGP2022, we hold annual environmental briefing sessions and have since fiscal 2012 conducted surveys to ascertain CO<sub>2</sub> emissions,

water usage, waste production and other data related to our burden on the environment. To further enhance our activities in this area, in fiscal 2014 we adopted the supply chain program run by CDP, an international environmental NPO that manages a global system for disclosing corporations' environmental impact and strategies. In fiscal 2019, based on these surveys, we continued encouraging some suppliers to improve their environmental activities.

\*1 Click here for more information on NGP2022.

<https://www.nissan-global.com/EN/ENVIRONMENT/GREENPROGRAM/Framework/>

\*2 Click here to download the revised version of the Nissan Green Purchasing Guidelines.

[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Nissan\\_Green\\_Purchasing\\_Guideline\\_e.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Nissan_Green_Purchasing_Guideline_e.pdf)

\*3. The European Union (EU)'s Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) Regulation and European Reusability/Recyclability/Recoverability (RRR) Directive, etc.

## The Role of the Nissan Green Purchasing Guidelines



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## Supply Chain Management

Nissan has been always working to improve its supply chain through activities including third-party assessment of suppliers' sustainability activities and sustainability training for workers in its purchasing department. We have also instituted an awards system to recognize suppliers whose performance is outstanding. This awards system aims to encourage suppliers in the global supply chain to embrace Nissan's management approach, which balances the economic activities of quality, cost reduction and technological development with social responsibility and environmental concern.

### Evaluation, Monitoring, and Auditing of Supplier's Sustainability Practices

Nissan has been confirming suppliers' acceptance of the Renault-Nissan CSR Guidelines for Suppliers and check their environmental management systems and their willingness to advance environmental activities with us at the time of supplier selection. Among newly selected suppliers in fiscal 2019, 100% of them met both Nissan's social standards and basic environmental principles.

In 2016 the Renault-Nissan alliance began third-party assessment of suppliers' sustainability activities to raise standards through mutual confirmation. When results do not meet Alliance standards, suppliers are asked to draw up plans for improvement. We then monitor their implementation. By now, more than 80% of Nissan's purchase demands are covered by a third party assessment.

We also conduct sustainability training in our purchasing department to ensure that employees conduct checks of suppliers' sustainability activities in their daily work.

If there are issues with the supply of parts and materials, they may lead to problems not only for Nissan's production but also supply chain as a whole. We therefore position the following measures as part of sustainability activities and implement: (1) confirming supply risks under normal circumstances; (2) following up annually on quality, cost, delivery, development and management (QCDDM) performance and (3) working with suppliers to craft response plans for natural disasters to ensure production continuity or early restoration of capacity.

We monitor compliance from the perspective of supplier management, constantly assessing the situation at each supplier based on a range of factors. When high risk is identified, we work with the supplier to rapidly draft and implement countermeasures.

In fiscal 2019 there were no suppliers whose compliance was problematic, and no supplier contract was terminated for such a reason.

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## Promotion of Monozukuri Activities with Suppliers

We work to continually improve the competitiveness of our products through the Monozukuri Activities program, a collaboration between suppliers and Nissan that was launched in 2008. Since 2009 these activities have expanded through the joint THANKS Activities initiative, which emphasizes trust and cooperation between Nissan and its suppliers. With the goal of working with suppliers to become cost leaders under today's challenging market conditions, we strive to improve product quality, reduce costs and rationalize manufacturing through measures that include increasing production volume per part, promoting localization and improving logistics. In fiscal 2013 we introduced the Total Delivered Cost (TdC) Challenge, aiming to optimize all fluctuating costs, including for specifications, materials, exchange rates and logistics. Our various functional departments, together with suppliers, are continuously working to forcefully advance the TdC Challenge and improve both quality and supply.

### THANKS

Trusty and  
Harmonious  
Alliance  
Network  
Kaizen activity with  
Suppliers

## Engagement with Suppliers

Providing suppliers with timely and accurate information is a key task for Nissan. Suppliers' meetings are held in Japan and overseas to spread understanding of Nissan's purchasing policy for the fiscal year, midterm business plan and other matters. In Japan, we hold monthly meetings and directly inform suppliers of our production plans, activities and requirements. The meetings are also an opportunity for Nissan to respond to supplier questions and requests.

## Recognizing Supplier Contributions Worldwide

Each year we recognize the contributions of our suppliers to the development of our business and improvement of our performance with awards presented at the global level as well as in each of the regions where we operate. At the Nissan Global Supplier Awards, we present Global Quality Awards to suppliers showing exceptional performance in quality for the year, and Global Innovation Awards to suppliers whose innovative initiatives improved Nissan's brand and product power. Global Quality Award recipients are selected by Nissan's purchasing, quality and other divisions using standard criteria applied worldwide. Global Innovation Award recipients are selected from suppliers nominated by Nissan's production, development and other divisions in two categories: product technology and process management. In fiscal 2019, five companies received Global Quality Awards, while Global Innovation Awards went to seven companies.

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## Responsible Minerals Sourcing

### Minerals Sourcing Policy

In 2013, Nissan moved quickly to establish a policy against use of conflict minerals and published the policy on its website. Following this in July 2020, it formulated and published its new Global Minerals Sourcing Policy and expanded the scope from the conflict minerals known as 3TGs (tin, tungsten, tantalum, and gold) to all minerals including cobalt from conflict-affected and high-risk areas.

Nissan's goal is to conduct ethical, social and environmentally conscious business practices at every level of our global supply chain. We monitor our supply chain to assess whether the mineral resources contained in materials or components used to manufacture our products have any harmful social effect, such as on human rights or the environment. When there are concerns about the minerals being used, Nissan actively works to end that use.

Based on its Global Minerals Sourcing Policy, Nissan references the OECD's due diligence guidance to implement due diligence related to minerals sourcing in its supply chain. We work with our suppliers to assess risks and will strengthen our efforts to take corrective actions furthermore whenever issues are identified.

\* Click here to download Nissan Global Minerals Sourcing Policy.

[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Minerals\\_Sourcing\\_Policy\\_e.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Minerals_Sourcing_Policy_e.pdf)

## Responsible Minerals Sourcing Management

### Conflict Minerals Management

We began conducting conflict-mineral surveys in our major areas of operation (Japan, North America and Europe) in fiscal 2013. Starting in fiscal 2014, we gradually expanded the scope of these surveys to other areas. Surveys on a massive scale are required to grasp the status of minerals usage throughout the global supply chain. We therefore collaborate with organizations including the Japan Automobile Manufacturers Association, Inc., the Japan Auto Parts Industries Association, and the Japan Electronics and Information Technology Industries Association to hold regular working group sessions to consider methods for investigation and analyzing the results of those investigations.

The surveys track minerals back through the chain of suppliers using documents called CMRTs (Conflict Mineral Reporting Templates) provided by the RMI.\* This enables Nissan to identify smelting and refining companies that are not procuring minerals that are a source of funds for armed groups in their regions.

We provide the suppliers we survey with manuals describing how to fill in required forms and what tools to use to collate results. In this way, we work to increase understanding of conflict-mineral issues throughout the supply chain.

In fiscal 2019 we conducted surveys in 11 markets, Japan, the United States, Mexico, Europe, China, Thailand, Indonesia, Taiwan, India, South Africa and Brazil. No suppliers were found to be using minerals from smelters/refineries believed to be connected to armed groups.

Going forward, we plan to make our surveys more effective by improving its methodology in conjunction with the member companies of the Japan

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Automobile Manufacturers Association, Inc., and the Japan Auto Parts Industries Association. We will also continue to seek responses from suppliers that did not reply to the survey.

\* RMI stands for Responsible Minerals Initiative, an organization with member companies and associations from the information and communications technology and other industries that works to improve global social and environmental awareness.

\* Click here for more information on our measures against conflict minerals.  
[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Conflict\\_Minerals\\_e.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Conflict_Minerals_e.pdf)

### Management of Cobalt

Nissan is aware that not only geopolitical risk but also environmental impact and human rights issues related to cobalt mining have been pointed out. Together with suppliers, Nissan aims to carry out responsible cobalt sourcing.

Since 2018, Nissan has conducted interviews with its major battery suppliers and follows up with them on a regular basis. We are enhancing our approach to identifying cobalt smelters/refineries by referencing the OECD's due diligence guidance.

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# HUMAN RESOURCE DEVELOPMENT

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## Human Resource Development Policies and Philosophy

Nissan believes that for employees to work in a worry-free, self-initiated manner, they need to be able to pursue their careers regardless of gender, nationality or other factors. Skills development programs are another essential part of making the workplace attractive to employees. We believe that employees should “design their own careers” and that we should actively assist their efforts to do so. Learning is an essential preliminary step for value creation, and a corporate culture of learning cannot exist without the desire to create value. As an organization that grows through constant learning, we support our employees’ personal growth through proactive human resource development.

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## Human Resource Development Management

### Continually Improving Human Resource Systems

Nissan values the skills and capabilities of all employees, working constantly to improve its human resource systems to achieve an organization enabling employees to reach their full potential. The evaluation-based remuneration system used to appropriately evaluate employee contributions to the company 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 measuring to what extent the employee achieved certain goals and competency evaluations measuring their skills, knowledge and attitude.

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## Support for Self-Designed Careers

At Nissan, all employees have an opportunity to discuss their careers with their supervisors. Through a formalized process specifically aimed at supporting career development, employees, together with their supervisors, review their "Performance Evaluation" and "Competency Evaluation," agree on next steps and what path to take.

Training programs to raise the supervisors' evaluation skills also contribute to enhancing the career designing capabilities of employees. We use specialized tools to keep track of evaluation records so that even a newly instated supervisor can ascertain employee progress at a glance, maintaining consistency in human resource development. We conduct surveys to gain employee input regarding the evaluation meetings and to learn their level of understanding and comfort with the system. Based on the results, we implement measures and make improvements if necessary. We monitor employee satisfaction regarding the meetings with their supervisors, and there has been an improvement in employee understanding and acceptance of the evaluation system.

Employees in Japan 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 in areas that interest them regardless of whether there is a position immediately available. The OES allows them to apply for all openly advertised positions. During fiscal 2019, a total of 297 employees applied for approximately 500 open posts, and 140 of them succeeded in getting the positions they applied for.

## Offering Learning Opportunities

Based on our firm belief that employees are our most important asset and that cultivating their skills is critical, we support them by providing numerous learning opportunities. We have developed various programs to help employees improve their management and business skills and engage in leadership development. In these ways, employees are encouraged to enhance their skills, to build their careers, and demonstrate their abilities to the fullest.

Specifically, we implement training programs allowing employees to gain the specific skills needed for each position in the organization, and providing them with opportunities to extend their knowledge in fields of their choosing. These measures create a culture of constant learning at the global level.

### Monozukuri University

There is a rapid pace of innovation and increasing technological sophistication in the auto industry today. To maintain and develop our *monozukuri* tradition of careful craftsmanship that underpins our internationally competitive product manufacturing, we need individuals who have an understanding of the latest technologies that go into building an automobile and also have well-rounded personalities with outstanding management skills. We founded Monozukuri University with the aim of developing capable leaders to play a central role in *monozukuri* and pass down our technologies and skills to future generations. This is another example of how we offer learning opportunities and promote activities to develop human resources.

Monozukuri University consists of three organizations: Nissan Technical College, Genba Kanri (shop-floor management) School and Engineering

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School. It offers a variety of programs aimed at developing engineers and technicians who carry forward the “Nissan DNA” and achieve continued success through the implementation of the Nissan Way.

## Engineering and Technical Skill Education Around the World

To strengthen our efforts to expand our business globally, we must further improve the engineering skills of individual employees working across the globe. We offer opportunities for personal growth equally to all employees in both R&D and manufacturing, whether they work in Japan or elsewhere, to help them enhance their capabilities.

### Education for Engineers

We developed a Global Training Program (GTP) that enabled foundational training of 19,000 engineers at development facilities worldwide from 2012. Furthermore, in recent years, we have moved forward with plans for more advanced and specialized training, including training in the areas of Electric Vehicles (EV), Autonomous Driving (AD) and Connected Car Services (CCS), in order to develop talent that can lead R&D related to autonomous vehicles and connected cars.

### Education for Technicians

In order to improve the day-to-day management skills of shop-floor supervisors in all of the plants operated by Nissan, Renault and Mitsubishi around the world, a common production method known as the Alliance Production Way (APW) has been defined. We are also developing a shared Alliance framework for APW training, which we aim to implement worldwide.

### Improving Management Quality

We are working to improve the quality of our management at the global level. In Japan, we have established a training framework for assistant managers through to general managers. This gives them opportunities to promote activities that put the Nissan Way into practice and to extend their skills in managing people and business operations.

Specifically, we engage in (1) cultural diversity training to promote understanding of the actions and mindsets described in the Nissan Way; (2) business skills and leadership training to nurture professionals and (3) training in on-site management to teach the importance of operational excellence and people motivation and to achieve maximum results through collaboration. These three core components of the training framework are supplemented with additional programs, while we also encourage proactive learning.

In North America and Europe, meanwhile, the Nissan Way Leadership Academy program for managers examines how the Nissan Way has been put to use most effectively and shares those actions as part of training tools to elevate management quality overall.

In addition, since the start of fiscal 2020 we have adopted a globally

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consistent framework for recognizing activities related to talent development and collaboration and are strengthening our foundations to allow people to grow with the organization.

## Training Future Leaders

To continually foster future managers and specialists who will lead the company, we take a strategic and systematic approach to training, job rotations and recruitment.

Specifically, we engage in leadership training aimed at fostering human resources who can demonstrate their skills either at Nissan or elsewhere within the operations of the Alliance. These programs are offered at various development stages, including those for young employees, regional middle managers and corporate officers. Training consists of group sessions for intensive training in business skills, team exercises where participants tackle issues actually facing Nissan, and cultural diversity classes to promote understanding of the issues.

Staff rotations beyond divisions and regions are strategically and systematically implemented to give candidates for future leaders the experience needed to serve in management posts and direct global functions as capable managers and leaders.

We are reinforcing our human resources not only through the recruitment of new graduates but also by actively hiring mid-career talent and mid-level management candidates from outside the company.

These talent management schemes are effectively operated through regular human resource meetings among corporate officers. In these meetings, outstanding talents are identified, then development plans and succession

plans are made. Nissan's strategic talent management system is globally coordinated and active at the global, regional and functional levels. We aim to foster a culture of learning by establishing an environment that enables employees to take the initiative in building their careers, with the support of managers and the company as a whole.

To create an environment where employees can learn anytime and anywhere, we are also expanding the use of e-learning and other digital tools.

## The Nissan Expert Leader System: Passing Down Nissan's Technologies and Expertise

Helping employees develop specialized skills over the medium to long term is vital for a company to achieve sustainable growth. The Nissan Expert Leader System is 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 2020, the system's 15th year, there were 47 employees active as Expert Leaders and two management-level employees as Nissan Fellows in a total of 88 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 the 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.

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## Human Resource Development Achievements

### Training Program Achievements at Nissan Motor Co., Ltd.

Performance Indicators for Training Programs	FY2017	FY2018	FY2019
Number of learners	171,949	241,674	263,240
Total hours of training	689,536	482,103	590,696
Hours per learner	30.6	21.5	26.0
Learner satisfaction (out of 5)	over 4.2	over 4.2	over 4.2
Investment per employee (¥)	73,000	86,000	90,000

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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

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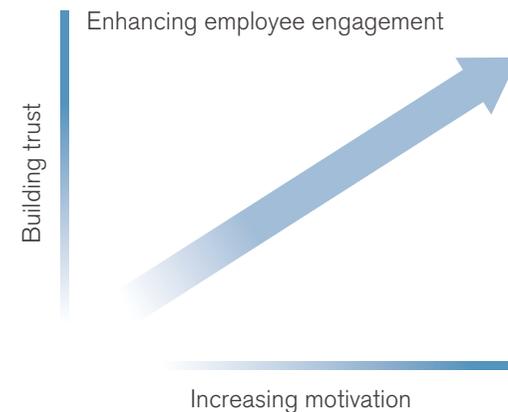
## Policies and Philosophy on Dialogue with Employees

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.

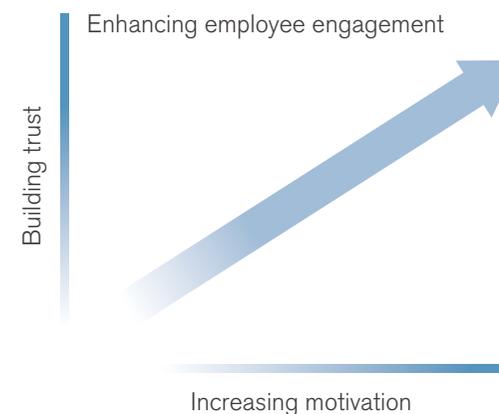
An annual action plan for internal communication activities is created with the aim of improving communication both quantitatively and qualitatively. Surveys are conducted on these communication initiatives on an annual basis, as well as on individual communication activities. Survey results are reflected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

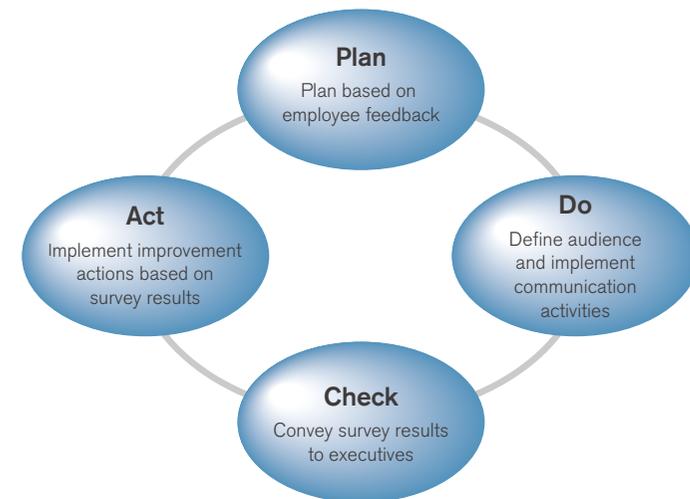
Employees who participated in such communication events made comments such as “I was able to obtain necessary information,” “top management made an effort to communicate the facts” and “I could feel the sincere enthusiasm of top management.”



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.



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# EMPLOYEES' HEALTH AND SAFETY

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## Employees' Health and Safety Policies and Philosophy

Nissan places great importance on occupational health and safety in the collective agreement between the company and its labor unions. Nissan has formulated a Basic Policy on Health and Safety and is promoting various health and safety practices in the workplace. In the Basic Policy, as a shared core value, we tout "Safety and Health is our core value and top priority." Our Basic Policy states that "From top management to each individual employee, Nissan recognizes that the health and safety of everyone is our top priority. The company continuously and aggressively strives toward realizing zero accidents, zero-illness, and vigorous workplace safety by optimizing the working environment and promoting individual physical and mental health." In accordance with the Basic Policy, we promote practices that reduce the burden on workers and make it easier to carry out their work, as well as ensuring that employees' health is a top priority. They have been established as key tenets in Nissan's companywide Basic Policy on Health and Safety.

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## Employees' Health and Safety Management

Nissan has adopted a Basic Policy on Safety and Health so that all employees can focus on their work in a safe environment. We give top priority to worker safety as well as their well-being as a matter of company policy. The work environment relating to employee safety and health is managed uniformly according to the Basic Policy at all Nissan sites, both in Japan and globally.

In Japan, we hold a Central Safety and Health Committee meeting each year chaired by the executive in charge of human resources and attended by management and labor union representatives from Nissan facilities. Activities over the past year are reviewed in such areas as workplace safety, fire prevention, mental health, health management and traffic safety, and then plans are laid out for the following year. The Safety and Health Committee at each facility meets each month, and these meetings are attended by labor union representatives. A safety and health officer and a traffic safety officer are assigned at each workplace to ensure the effectiveness of day-to-day safety activities.

Globally, each facility applies the PDCA (plan, do, check, act) cycle. A teleconference is held twice a year linking all Nissan facilities worldwide to share information and discuss key issues. Regional managers for employee safety and health also meet every other year for a Global Safety Meeting. In the event of an accident, its details and responses are swiftly shared with facilities around the globe in an effort to prevent the recurrence of similar

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accidents. Our global midterm goal is to reduce fatal accidents to zero, including people from other companies working at Nissan premises, and to halve the fiscal 2016 number of industrial accidents by fiscal 2022. Many facilities both in Japan and globally have introduced the OHSAS 18001\*1 occupational safety and health standard while at the same time, compliance with the new standard ISO 45001\*2 is also progressing at these facilities. These efforts create a strong structure for ensuring the implementation of employee safety and health activities.

\*1 OHSAS 18001: An internationally recognized standard for occupational safety and health management systems. Certification can be obtained from a third-party accrediting body.  
 \*2 ISO 45001: Another internationally recognized standard for occupational safety and health management systems that replaces OHSAS 18001.

## A Uniform Set of Global Safety Standards

To allow all employees to maximize their performance, we design workplaces with employee safety and health in mind.

We have developed and implemented our own methods for assessing and managing safety and fire-related risk, work proactively to identify potential risks of accidents in the workplace, develop measures to address them and make it easier for employees to get their job done. In 2010, we standardized the safety indices that previously differed from one global site to another. Safety performance is monitored quarterly for each production site.

## Specialized Mental Healthcare

We have established a specialized team led by a mental health professional to care for the mental well-being of employees. In 2005, in cooperation with external mental healthcare specialists, we introduced the Employee Assistance Program (EAP), a mental healthcare program providing employees with consistent care covering everything from prevention and early diagnosis to treatment and recovery. Since fiscal 2007 the program has expanded to include production-line workers, giving employees and their family members access to mental-health professionals for consultation, diagnosis and counseling. We also offer specialized care programs that respect employee privacy, such as the yearly "Stress Check," through which employees receive advice from a doctor via email or letter. From fiscal 2011, our mental health training was extended to cover items bolstering the emotional health of individual employees. We promote mental healthcare through a wide range of approaches.

## Rehabilitation Center to Facilitate Return to Work

Appropriate support systems are required to facilitate an employee's return to work in case of long-term or recurrent absence due to a mental or physical ailment. Nissan's support in this area includes rules established in 2008 for the use of external rehabilitation centers to ease employees' return to the workforce following long-term or recurrent absence. An in-house rehabilitation facility opened in 2012. By offering various programs suited to the needs of the respective workplaces, we are seeing improvements in the return-to-work ratio.

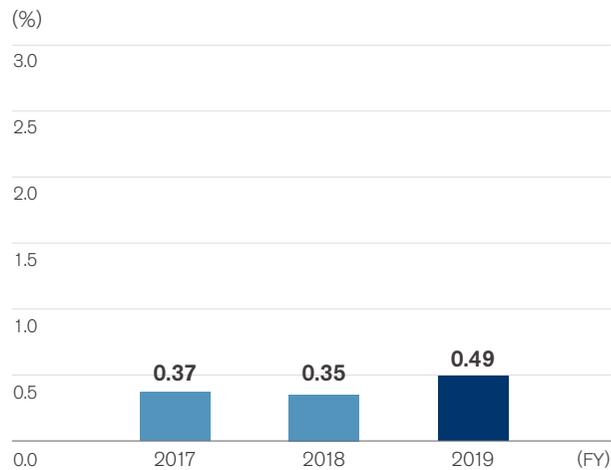
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## Employees' Health and Safety Achievements

### Creating Safe Workplaces

#### Accident Frequency Rate (Japan)



Nissan employs its own safety management diagnostic methods, as well as a risk-assessment approach to workplace management, to help reduce hazards in the work environment and prevent accidents. Two tools developed internally by Nissan to identify the risks of work accidents are the Safety Evaluation System (SES) and the Fire-Prevention Evaluation System (F-PES). Applied in Japan, they call for workplace patrols in accordance with established evaluation standards to identify potential dangers and fire risks to help reduce incidents. The use of these tools has been effective in achieving these aims.

Global initiatives to avoid accidents and create a safe workplace include

inviting employees from Nissan facilities around the world to undergo training on workplace safety. Responsible managers and leaders also received training in SES and F-PES in preparation for the implementation of these programs at all Nissan facilities worldwide, a process that began in fiscal 2014 and was completed in fiscal 2015.

Since 2011 we have been systematically carrying out Kiken Yochi Training (KYT)—literally “risk-prediction training”—at plants in Japan to raise awareness among individual workers of the risk of accidents and thereby help prevent their occurrence. This training instills an awareness of danger among workers, thus reducing the risk of their becoming involved in work accidents. Worker sensitivity is enhanced through repeated training on an ongoing basis.

We have established standards for reporting on work accidents or outbreaks of fire that occur in any of the production sites, and these standards are applied globally. If any serious work accidents such as fatalities, or outbreaks of fire that may have an impact globally occur, the person in charge where the accident or fire occurred must report without delay to Nissan Motor Co., Ltd. (NML). NML will dispatch information and measures as well as instructions to each company site, based on the report. This helps prevent similar disasters or accidents.

There were no fatal accidents involving Nissan employees globally in fiscal 2019, as was the case in fiscal 2018. However, in fiscal 2011, 2012 and 2013 there was one fatality each year in South Africa, Spain and North America, respectively. In fiscal 2016, two fatal accidents occurred—one in North America and the other in India. We investigated these fatal accidents and have implemented strict countermeasures to prevent such accidents from happening again at any of our plants. We monitor accident frequency

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rates,\* and have confirmed rates are generally in line with the automobile industry average. As we are currently transitioning to a more comprehensive approach to frequency rate aggregation, this report contains only Japan's domestic rates.

\* Accident frequency rate: Total injury cases ÷ total working hours × 1 million

### Improved Production-Line Environment

Nissan seeks to fulfill its mission of engaging in "human-friendly production" by continuously improving the workplace environment at its manufacturing facilities worldwide. At workplaces with high summer temperatures, for example, the physical burden on employees is heavy and there is the risk of suffering from heat stroke. We have installed internal cold-air ducts and ensured there are set breaks to drink water, particularly in locations with considerable workloads. Constant improvements are being made to allow employees to work in a comfortable environment.

### Certified Health and Productivity Management Organization Recognition Program (White 500)

Increasingly in today's society, employee health is being viewed less as an individual issue and more as a key element to the survival of corporations. This has put strategic management of employee health and productivity from a business perspective in the spotlight. At Nissan, we believe that investing in employee health improves both vitality and productivity, energizing the entire organization and improving results. Accordingly, we take a strategic approach to creating safe and pleasant workplace environments that promote both physical and mental health among employees. We accomplish this by setting up a task team at each facility's health and safety management department, under the supervision of the health and safety management office at headquarters, headed by the responsible human resource executive. Based on these principles and their successful application, NML was recognized by Japan's Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi (literally, "Japan health conference") under the 2020 Certified Health and Productivity Management Organization Recognition Program in the large enterprise category (White 500), announced in February 2020, retaining its recognition from 2019. The White 500 honors organizations with particularly effective health and productivity management based on regional health initiatives and programs promoted by the Nippon Kenko Kaigi. Nissan will continue to strengthen its health maintenance activities aimed at staff of all ages.

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# COMMUNITY ENGAGEMENT

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## Community Engagement Policies and Philosophy

In addition to delivering innovative, exciting vehicles and outstanding services to customers worldwide, Nissan believes it is important to play an active role as a community member, applying its special characteristics to contribute further to society.

When a company provides a range of resources to communities, supporting their development and proactively tackling issues, it is, in part, fulfilling its social responsibility as a good corporate citizen. Such actions also benefit the company's own operations, fostering a better business environment and creating new markets that can grow sustainably.

We work with a variety of stakeholders, both governmental and nongovernmental, pooling our respective strengths to address increasingly complex social issues. In line with Nissan's corporate social contribution policies, regional offices and affiliates work on initiatives that address issues relevant to their operations and the communities in which they operate.

## Nissan's Approach to Community Engagement

We reviewed our policies for social contribution activities in 2017, deciding to push forward with activities focused on the three areas of zero emissions, zero fatalities and zero inequality. In addition to zero emissions and zero fatalities, areas where any automotive manufacturer should make sincere efforts, we are promoting zero inequality (in other words, diversity) as an important corporate value with the aim of realizing a cleaner, safer and more inclusive society where everyone is given equal opportunities. We will not only provide financial assistance for activities in these areas but also ensure that those activities are "distinctly Nissan," making full use of our automotive heritage, expertise, products and facilities.

We emphasize communicating and working with specialized nonprofit and nongovernmental organizations that have great expertise in their fields to ensure that its social contributions are effective. We actively support the involvement of our employees in social contribution activities.

**For a Cleaner, Safer and More Inclusive Society.**



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## Community Engagement Management

Nissan's production sites have expanded globally, increasing the company's engagement with various communities through its businesses. Nissan is active in promoting social contribution activities and recognizes that contributing to the development of communities by sharing its own management resources also enhances the business environment and promotes market growth. In such activities, policies are decided at the global level and implemented in each region.

We developed a wide range of activities to meet the needs of regions centered on the three focus areas of zero emissions, zero fatalities and zero inequality set forth in the policy revision of 2017.

### Company Organization for Community Engagement

Nissan's corporate social contribution policies are discussed and approved by the Global Sustainability Steering Committee and shared globally. These corporate policies provide the basis on which initiatives are implemented across each country and region.

## Three Focus Areas for Nissan's Social Contributions Program

### Zero Emissions

Nissan's environmental philosophy is a "Symbiosis of People, Vehicles and Nature." We actively engage in efforts to reduce the environmental burden on the planet and prioritize the environment in our social contribution activities. Central to our approach are educational programs that cultivate a deeper understanding of environmental issues toward achieving a low-carbon society.

Since 2017 we have expanded our partnerships with international environmental protection organizations. We continued a forest conservation program in Indonesia in collaboration with Conservation International, an environmental NGO, and supported climate change education and awareness with the environmental conservation organization WWF Japan.

### Zero Fatalities

In addition to making vehicles safer through autonomous driving technology, we also promote traffic safety through activities to raise the safety awareness of drivers and pedestrians and to protect the socially vulnerable, including children and senior citizens.

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## Zero Inequality

We embrace diversity as a management strategy in recognition of its crucial role in boosting corporate competitiveness. Nissan's social contribution activities share this awareness and are aimed at mitigating poverty, providing assistance to the financially and socially disadvantaged and sending emergency relief to disaster-stricken communities. In 2019 we continued our partnership with the NGO Care International Japan and have worked closely to expand our educational program in Thailand, in addition to existing humanitarian efforts in collaboration with Habitat for Humanity.

## Nissan as a Community Member

We aspire to be a good corporate citizen that people are glad to have in their community. As such, we strive to be a valuable member of and active contributor to local communities wherever we operate. We support communities in a variety of ways, such as by assisting with local events, sponsoring neighborhood cleanups and other environment-improvement activities near Nissan facilities and opening those facilities to public tours. Many employees actively participate as volunteers. We engage in activities during ordinary times and also contribute to resolving social issues by supporting local communities during the natural disasters that occur with frequency around the world.

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## Contributing to Local Communities: Achievements

### Social Contribution Achievements in FY2019

Global social contributions (FY2019): ¥1.61 billion

Social contributions include:

- Expenses for implementing philanthropic activities (excluding labor costs)
- Monetary donations and NPO membership fees for philanthropic purposes
- Cash equivalents of in-kind donations
- Sponsorship fees for philanthropic initiatives

### Breakdown of FY2019 Social Contributions (Nissan Global)

	Philanthropic activities	Monetary donations	In-kind donations (cash equivalent)	Sponsorships, etc.	Total
Amount (¥ million)	549	741	60	264	1,614
% of total	34.0	45.9	3.7	16.4	100

	Disaster	Contribution in FY2019
	Wide-area power outages caused by Typhoon Faxai (Japan)	<ul style="list-style-type: none"> <li>▪ To supply power to areas suffering outages, Nissan Motor Co., Ltd. provided 53 Nissan LEAF electric vehicles with portable power stations to local government authorities and welfare facilities, etc.</li> </ul>
Torrential rains from Typhoon Hagibis (Japan)	<ul style="list-style-type: none"> <li>▪ ¥10 million donation from Nissan Motor Co., Ltd. to Japan Platform</li> <li>▪ Donation from employees of Nissan Motor Co., Ltd. plus matching donation from the company to Japan Platform</li> <li>▪ Nissan Motor Co., Ltd. lent out 68 vehicles to the disaster-struck area and dispatched employee volunteers to Iwaki City (275 volunteers in total)</li> <li>▪ Nissan Motor Co., Ltd. and dealership lent out four Nissan LEAF to the volunteer center for disaster relief in Nagano to supply electricity</li> </ul>	
Volcano eruption (Philippines)	<ul style="list-style-type: none"> <li>▪ Donation from Nissan Philippines (NPI) of three Navara</li> </ul>	
Novel coronavirus (COVID-19) outbreak (China)	<ul style="list-style-type: none"> <li>▪ Donation of 5 million RMB and 100,000 masks from Nissan Motor Co., Ltd., Nissan (China) Investment (NCIC) and Dongfeng Motor Co., Ltd.</li> </ul>	
Tornado in Tennessee (U.S.)	<ul style="list-style-type: none"> <li>▪ Donation of \$150,000 to the American Red Cross from Nissan North America (NNA).</li> </ul>	

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## Zero Emissions

### School-Visit Programs (Japan, U.K., China and Brazil)

Since 2007 Nissan has put its automobile manufacturing know-how and technologies to work by conducting school-visit programs. The programs target older elementary school students and are conducted by Nissan employees.

One educational program is the Nissan Waku-Waku Eco School,\* designed to deepen schoolchildren's understanding of global environmental issues and the initiatives undertaken by Nissan to solve them. Through experiments with model cars, test rides in the Nissan LEAF and other demonstrations, participants experience the latest environmental technology. As well as teaching participants about environmental issues, the program encourages them to reexamine how environmentally friendly their own daily activities can be.

This program has been well received, so that the number of Eco School classes in Japan has increased. As of the end of March 2020, more than 100,000 children in all have participated in Nissan Waku-Waku Eco School since its launch. The program is conducted not only by visiting elementary schools but also by inviting schoolchildren to our Tochigi, Iwaki, Yokohama, Oppama and Kyushu Plants. Moreover, 130 Eco School instructors are now in dealerships to organize the program at dealers and local events.

Outside Japan, under the banner of the Nissan Skills Foundation, Nissan Motor Manufacturing (U.K.) in Sunderland runs a wide-ranging series of educational programs from primary and secondary schools, including Eco School, a six-hour course in which students learn about environmental issues and NMUK's wind power program.

In China, Nissan (China) Investment (NCIC) and three joint venture companies offer educational opportunities; the Nissan Dream Classroom, an online education program developed with the assistance of UNESCO China. One of the six modules, Eco Classroom, includes environmental learning, understanding how electric motors work and an experiment involving a model car.

In 2019, NISSAN DO BRASIL AUTOMOVEIS (NBA) began an environmental education program Escola Verde (Green School) at one elementary school in a neighborhood at the Resende City, located near a Nissan plant in Brazil. Escola Verde teaches about climate change and about rainwater use and nutritional diversity, which includes a component to raise vegetables in schoolyards. In addition to engaging children to live in harmony with nature, the lessons also filter through to the community to the children and teachers at other schools and parents, building environmental awareness.



School children participating in Escola Verde (the green school)

\* Click here for more information on the Nissan Waku-Waku Eco School.

<https://www.nissan-global.com/EN/CITIZENSHIP/PROGRAMS/EDUCATION/index.html>

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### Partnership with the World Wide Fund for Nature Japan (WWF Japan)

We have entered into a partnership with the environmental conservation body WWF Japan to support its climate & energy project. WWF Japan supervised the materials used in Nissan Waku-Waku Eco School, and we work in partnership on a wide range of fronts, such as the planning of jointly held events. In addition, we supported WWF Japan's Earth Hour 2020 environmental awareness event, with Nissan's regional companies around the world taking part in a symbolic lights-off event.

### Partnership with Conservation International (CI) (Indonesia)

In 2017, we began working with the environmental NGO, Conservation International (CI), to restore degraded forests around

Indonesia's Mount Agung, so that they may continue to provide fresh water to the urban areas of Bali. This initiative takes a comprehensive approach to improve the environment around rivers and coastal areas by restoring forests in mountainous upstream regions, in conjunction with government bodies



Three thousand sandalwood seedlings were raised and planted in January 2020.

and local communities.

In addition, we are working to find supplemental sources of income for local citizens, such as helping them to create, market and sell sustainable products derived from locally grown plants.

### Urban Green Lab (UGL): A Unique Environmental Education Program (U.S.)

Nissan North America (NNA) supports a nonprofit organization in Nashville, Tennessee called Urban Green Lab (UGL). UGL gives children the opportunity to think and learn about environmentally friendly, sustainable lifestyles, connecting these with their own experiences. With Nissan's support, and in partnership with Vanderbilt University's Peabody College of Education and the Dept. of Environment & Conservation, UGL created Tennessee's first-ever statewide curriculum on sustainable living and waste prevention and launched it at public schools in both Nashville and Memphis. In fiscal 2019, 57 Nashville school "learning communities" (clusters of teachers) were established and 183 teachers trained. UGL and Nissan have a special partnership due to their shared concern for the well-being of their communities and the valuable natural resources we share. Each year Kiddovation is a fun event where our organizations partner together as UGL brings the Mobile Lab which UGL produced using a Nissan TITAN XD to NNA Headquarters and educates employees' children on sustainable practices that they can implement at home with their parents.

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## Zero Fatalities

### Partnership with the Federation Internationale de l'Automobile (FIA) (Global)

Nissan is an official supporter of FIA Action for Road Safety, a campaign to raise public awareness of safer roads, as advocated by the Federation Internationale de l'Automobile (FIA). We widely publicize the campaign's message about the importance of safe driving and promote the FIA Golden Rules, a compilation of rules for traffic safety.

### Hello Safety Campaign to Protect Children (Japan)

Since 1987 we have collected donations from employees for the Hello Safety Campaign, which we launched in Japan in 1972 to contribute to the promotion of traffic safety awareness campaigns near our business sites. In addition, donations to help prevent traffic accidents were sent to children in the neighborhoods of Nissan business sites through local traffic safety associations, municipalities and other organizations.

In fiscal 2019 we created the "Wheel Spinning (Guru-Guru) Exercise" with Niigata University to promote and encourage awareness of safe driving among elderly drivers. This exercise is designed to support mainly elderly drivers in raising their muscle strength and cognitive abilities by making

daily exercise a part of their lifestyles so they can continue to drive safely. Nissan and Niigata University worked together on the concept, while Niigata University choreographed the exercise.



"Wheel Spinning (Guru-Guru) Exercise" created together with Niigata University

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## Zero Inequality

### Educational Program in Cooperation with CARE International (Thailand)

Since 2017, we have run the Youth Leadership Development Program for students in middle and high schools in Ayutthaya and Rayong provinces in Thailand. In these classes, held in cooperation with local schools, students learn leadership, teamwork and other qualities necessary in community development, along with science, technology, engineering and mathematics (STEM) content. The program also includes occupational skills training in a micro-business activity, with a focus on supporting female students in particular.

Since fiscal 2018, the program was expanded to schools in Samut Prakan province, near Nissan Motor Thailand (NMT). Nissan employees play an important role in the initiative, volunteering to be part of activities and



Youth Leadership Development Program through STEM Education

workshops.

Since its launch in 2017, the Youth Leadership Development Program has reached more than 1,400 students across 10 schools in Ayutthaya, Rayong and Samut Prakarn provinces and inspired more than 60 student projects.

### Partnership with Habitat for Humanity (North America)

NNA has been collaborating with the NGO Habitat for Humanity (Habitat) continuously since 2005. Habitat, an international aid organization that fosters hope by helping people



The team of NNA employee volunteers

build or improve their homes, has a vision of "a world where everyone has a decent place to live." The nonprofit works to construct homes, revitalize neighborhoods and support families' self-reliance in more than 70 countries across the world.

Since the partnership began in 2005, NNA and Habitat have worked directly with more than 135 families to build safe, affordable and sustainable homes. Up until now, Nissan employees have logged more than 116,000 volunteer hours cumulatively building homes with Habitat for Humanity.

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Since the inception of the Nissan Canada Foundation's partnership with Habitat in Canada in 2008, more than 1,400 Nissan Canada dealership and head office employees have spent over 9,000 hours volunteering, contributing to 50 home builds from Halifax to Vancouver. In total, the Nissan Canada Foundation's contribution of donations and volunteer hours toward Habitat has exceeded 1 million CAD, an important milestone for Nissan Canada.

### Sponsorship of Disability Sports (Japan)

In December 2019, we sponsored the Nissan Cup Oppama Championship 2019 (20th National Wheelchair Marathon) in Yokosuka, Kanagawa prefecture, co-hosting the event with local organizations.\* The competition has been held since 2000 with the aim of increasing the profile of disability sports, improving the level of competitors, engaging people in the area and building caring communities. A total of 198 participants competed in the road race held on public roads between GRANDRIVE, Nissan's proving ground in Oppama Plant, and Oppama Station, on the Keihin Kyuko Line. In addition 337 Nissan employee volunteers joined local community volunteers, supported running the event by being part of the steering committee, managing the road race and preparing and keeping order on the course.

\* Click here for more information on the Nissan Cup Oppama Championship (Japanese only). <https://www.nissan-global.com/JP/CITIZENSHIP/NISSANCUP/>

### Outreach to Pupils to Talk About Monozukuri (Japan, China, U.K. and Other Countries)

Through activities that are engaging and fun, we deepen young people's understanding of monozukuri, Japan's tradition of craftsmanship and manufacturing.

In Japan, the magic of monozukuri is shared by Nissan employees through elementary school-visit programs: the Nissan Monozukuri Caravan and the Nissan Design Waku-Waku Studio.\* Some 22,000 children participate in the programs every year. In China, NCIC and other regional companies hold classes for pupils.

The Nissan Monozukuri Caravan also operates in the United Kingdom at the Sunderland Plant. The program runs five days per week during school terms, welcoming more than 4,500 primary pupils per year. The Nissan Skills Foundation was established in 2014. As of November 2019, it has engaged more than 60,000

students from schools across the region through various activities to inspire the engineers and manufacturers of the future. The Skills Foundation now supports three International STEM



The Nissan Skills Foundation promotes STEM education for female students.

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challenges for school children, VEX IQ robotics, FIRST Lego League and F1 in schools and in this year's competitions teams supported by Nissan all qualified from Regional and National events through to International finals. For all of these activities Nissan supports local teams with equipment, resources and knowledge. One core program for the foundation is Industrial Cadets, a nationally recognized program aimed at helping pupils aged 13—14 to engage with manufacturing and engineering professionals. More than 2,100 students have been through the program. The foundation also fosters diversity through the Girls in Monozukuri, Manufacturing and Engineering (GIMME) and GIMME Booster programs. These introduce young girls to available career options and help improve their chances of getting through the recruiting process. These female only sessions have now engaged with over 2,000 young women, and female participation in all programs is 46%. In 2019, the skills foundation also rolled out a new initiative for Year 3 Primary school (age 6-7) where activity boxes are provided to local school full of all the resources and instructions for schools to do projects on Nissan. This includes making their own Daruma Heads and activities focusing on Japanese culture and the heritage of the business. In addition, the company donates vehicles and engines to universities and vocational schools to be used for instructional purposes in many countries. Access to real-world vehicles helps students build their skills and practical knowledge.

\* Click here for more information on the Nissan Monozukuri Caravan and the Nissan Design Waku-Waku Studio.  
<https://www.nissan-global.com/EN/CITIZENSHIP/PROGRAMS/EDUCATION/>

### Education Support for Children and Youth (China)

Since 2013, NCIC has operated the Nissan Dream Classroom educational program, which helps elementary pupils. The program has gradually expanded its area of operation and the scope of its classes to include such topics as the environment, monozukuri, design, painting, intelligent driving and the basics of automotive culture and engineering, as well as special-edition programs for Nissan dealerships. A total of four companies in China began holding these classes in 2015, expanding in scale each year and actively engaging in educational programs.



Nissan Dream Classroom in Gansu province

NCIC has expanded Nissan Dream Classroom activities toward society. Through cooperation with Nissan dealerships, Beijing Auto Museum and local auto shows, the program was offered in various platforms and benefited 500,000 students by the end of 2019. In December 2019, a group of 67 students and teachers from primary schools in China and members of UNESCO Gansu Provincial Association visited Nissan GHQ and Oppama Plant. The visit could become their valuable experience to deepen what they have learned from “Nissan Dream Classroom”.

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### Developing the Next Generation of Scientists and Engineers (U.S.)

In the United States, NNA is investing in the workforce of tomorrow through support of STEM initiatives and technical education training programs. We provide financial support to develop STEM programs for students in elementary, middle and high schools and to support university STEM programs.

In Tennessee, where Nissan has two major assembly plants, Nissan and its employees support the Music City BEST (Boosting Engineering Science and Technology) Robotics Competition in Nashville. Student teams design and build working robots from standard kits of simple building materials and then compete to perform specific tasks in three minutes. In fiscal 2019, 302 students took part, and 22 Nissan employees volunteered as team mentors or competition judges. In this project-based STEM program the students solved real-world science and engineering problems, helping them to develop technological literacy skills that may help shape their long-term education and career direction.



Music City BEST Robotics Competition 2019

### “Onigiri Action” helps provide school lunches to children in developing countries in partnership with Nissan Serena

Through its branding of the Nissan Serena, Nissan has participated as a flagship top sponsor in “Onigiri Action”, a program run by the nonprofit organization TABLE FOR TWO International (TABLE FOR TWO). The organization aims to right the global food imbalance by providing healthy school lunches to children in developing countries. “Onigiri Action” is a program in which five school lunches are donated to children in Africa and Asia each time a picture related to onigiri (rice balls) is posted on social media through the program. Nissan has supported this program since 2018, believing TABLE FOR TWO’s philosophy was aligned with Nissan Serena’s concept of “continuing to be a minivan for families that broadens the potential of children”. As an Nissan initiative as a top sponsor of Onigiri-Action related to the Nissan Serena, Nissan donated 10 school lunches for every social media post—double the ordinary amount—and encouraged customers visiting Nissan showrooms nationwide to upload photos of themselves enjoying onigiri. Through these activities, Nissan provided approximately 110,000 school lunches in two years (2.65 million meals were provided overall through



Children holding cups containing school lunches

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Onigiri Action). In 2019, Onigiri Action received the SDGs Deputy-chief's Award (by the Minister of Foreign Affairs) at the "Japan SDGs Award" in recognition for its activities.

## Nissan as a Community Member

### Support for regions affected by Great East Japan Earthquake (Japan)

#### Employee Volunteer Activities in Hirono and Namie, Fukushima prefecture

We provided various forms of support in the immediate wake of the Great East Japan Earthquake of March 11, 2011, and we have continued to help affected regions rebuild through strong employee participation. In fiscal 2019, we continued our support activities from the previous year in the district of Futaba, Fukushima prefecture, with the participation of 26 employees from several Nissan facilities. Together with the Iwaki OtentoSUN Enterprise Cooperative, based in Iwaki, Fukushima, Nissan employees engaged in various activities, including preparing a disaster-prevention green belt, maintaining organic cotton fields in Hirono, and removing weeds and



A group photo during volunteer activities in Hirono and Namie

planting flowers in the area surrounding Namie train station. In addition, we visited the Ukedo district, which was devastated by the

tsunami, and toured by bus the "difficult-to-return zones" due to radiation that currently make up 80% of Namie.

#### Bringing Smiles to Children in Disaster-Stricken Areas

Nissan established the Nissan Smile Support Fund in 2011 with the goal of helping children in disaster-stricken areas smile again. The Nissan Smile Support Fund offers assistance that meets the changing needs of such regions, operating free schools and places to go after school and providing learning venues for deepening regional understanding as well as recreational and nature experience programs. Programs are conducted by 10 NPOs that are independently active in Iwate, Miyagi and Fukushima prefectures.

#### Addressing Other Natural Disasters

##### Wide-area power outages caused by Typhoon Faxai (Japan)

The Nissan LEAF proved uniquely suited to providing relief in times of natural disaster as a mobile storage battery, during the widespread power outages that continued at evacuation centers and welfare facilities in Chiba prefecture caused by Typhoon Faxai in September 2019.

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Nissan provided electricity by bringing 53 Nissan LEAF electric vehicles and portable power stations (known as Power Movers) at local government authorities, welfare facilities, childcare facilities and other locations. These were used primarily to run fans to prevent heat stroke and to charge mobile phones to ensure residents had access to information as well as a power source to light up water supplies at night. In addition, 50 charger cables provided by Nissan employees were used to charge mobile phones.

#### Torrential rains from Typhoon Hagibis (Japan)

Nissan donated ¥10 million and matched employee donations raised to provide funds in relief of those suffering damage from torrential rains when Typhoon Hagibis struck in October 2019. Nissan employees volunteered in Iwaki and 68 vehicles were lent out in Iwaki and Koriyama in Fukushima prefecture to support disaster relief efforts. In addition, Nissan and Nagano Nissan Motor Co., Ltd. lent out four Nissan LEAF to the volunteer center for disaster relief in Nagano to supply electricity.

#### Volcano eruption (Philippines)

Nissan Philippines (NPI) donated three Navara to the Philippine Red Cross to support relief efforts for those affected by the Taal Volcano eruption in January 2020.

#### Novel coronavirus (COVID-19) outbreak (China)

In January 2020, Nissan Motor Co., Ltd., Nissan (China) Investment (NCIC) and Nissan's joint venture in China, Dongfeng Motor Company Limited (DFL) together donated 5 million RMB and 100,000 masks to support the fight against the COVID-19 in Hubei province.

#### Tornado in Tennessee (U.S.)

Nissan North America (NNA) donated \$150,000 to the American Red Cross to support relief efforts for those affected by a tornado that struck Tennessee in March 2020.

#### Foundation Support Activities (U.S., Australia and Brazil)

In the United States, we support many communities through the Nissan Foundation, which funds educational programs encouraging people to value the cultural diversity that exists within American society. Established in 1992, the Nissan Foundation has contributed over \$11.5 million to more than 150 nonprofit organizations across the country as of the end of March 2020. In fiscal 2019 the foundation donated \$740,000 to 30 U.S. organizations. Nissan Motor Australia (NMA) supports philanthropic activities through the Nissan Australia Foundation. Since fiscal 2017 it has supported small and medium-sized Australian charitable organizations, helping to expand or

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continue their activities. NMA has adopted a new employee policy, allowing staff to take volunteer leave each year to contribute to the communities in which they work and live.

Additionally, Nissan Do Brasil Automoveis (NBA) reexamined the activities of the Instituto Nissan, established in 2013 for philanthropic purposes, revitalizing and strengthening its programs for encouraging employee volunteer activity. During fiscal 2019, Instituto Nissan developed a series of programs, from environmental education to social engagement and open innovation, interacting with a variety of stakeholders that support the organization on its social contribution to a very important region in Rio de Janeiro, Brazil.

### Nissan Global Foundation (Japan)

The Nissan Global Foundation\* pursues the vision of realizing a prosperous future society through human resource development by conducting various training programs.

One main focus is enhancing science education at elementary and middle schools and science workshops by fostering logical and scientific thinking skills among schoolchildren. The foundation grants ¥700,000 per project for teaching material in two years. In addition, the foundation grants “Science Education Awards” to schools with the best performance so as to encourage competition and promote dynamism.

Additionally, since fiscal 2018, the foundation has awarded the Nissan Global Foundation “Rikajo” Prize to elementary and middle schools,

museums and other educational institutions that have dramatically increased interest in science among female students.

Furthermore, from fiscal 2019, we started a program to develop the talent of the future and launched a project to create a class designed for future leaders based on joint research with Waseda University.

\* Click here for more information on the Nissan Global Foundation.

<https://www.nissan-global.com/EN/CITIZENSHIP/FOUNDATION/>

\* Click here for more information on the Nissan Global Foundation official website in Japanese.

<https://www.nissan-zaidan.or.jp/>

### Nissan Institute of Japanese Studies, Oxford (U.K.)

Founded at the University of Oxford in 1981, the Nissan Institute of Japanese Studies\* is a well-known European center for research on modern Japan that contributes to the promotion of mutual understanding between Japan and Europe.

\* Click here for more information on the Nissan Institute of Japanese Studies.

<https://www.nissan.ox.ac.uk/>