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# Labor Practices Respecting the Rights of Workers

## 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.

\* Click here for more information on the Nissan Human Rights Policy Statement.  
[https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN\\_RIGHTS/ASSETS/PDF/nissan\\_human\\_rights\\_policy\\_e.pdf](https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS/ASSETS/PDF/nissan_human_rights_policy_e.pdf)  
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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,\*1 which enables internal reporting of any suspected breaches of all internal policies, including the Global Code of Conduct.

\* Click here for more information on the Global Code of Conduct for NISSAN Group.  
[https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN\\_GCC\\_E.pdf](https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf)

\*1 Click here for more information on the globally integrated reporting system.  
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\* Click here for more information on our human rights initiatives.  
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\* Click here for more information on business ethics: management.  
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## Building a Workplace Environment Where Employees Can Work with Peace of Mind

Based on the idea of fostering a people-centered corporate culture, Nissan is cultivating a workplace environment where employees can work with peace of mind. To that end, it is essential that employees' human rights are respected throughout the organization, and Nissan is building a framework to address this issue in a systematic way.

In 2021, we released the "Nissan Global Guideline on Human Rights", which is a compilation of specific action points on how to respect employees' human rights. The document covers seven themes in light of Nissan's business activities. Based on these guidelines, we are working to further strengthen our initiatives for respecting the human rights of employees throughout our business.

\* Click here for more information on the Nissan Global Guideline on Human Rights.  
[https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN\\_RIGHTS\\_GUIDELINE/index.html](https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS_GUIDELINE/index.html)

## Achievements in Respecting the Rights of Workers

### Diversifying Workstyles with "Happy 8"

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

\* Click here for more information on "Happy 8" workstyle reform.  
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## Human Rights Due Diligence / Assessment

Nissan conducts human rights assessments as part of its human rights due diligence to ensure that employees' human rights are respected at each of its global sites and to create an environment where its employees can work with peace of mind and where Nissan respects local laws and incorporates international standards, as necessary. The following process is being implemented at all sites: determining whether improvements need to be made based on the results of the assessment, planning and implementing those improvements, and then disclosing the results outside of the company. In fiscal 2021, a human rights assessment was conducted at Nissan North America (NNA), starting with a self-assessment questionnaire followed by performing a more in-depth assessment with the cooperation of an external NPO organization. The assessment did not suggest any inconsistencies with local laws and identified potential areas NNA could consider revising. The assessment details are being scrutinized internally, and we are proceeding to propose and implement amended standards, as necessary.

\*Click here for more information on human rights due diligence / assessments conducted in fiscal 2021.  
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# Labor Practices Dialogue with Employees

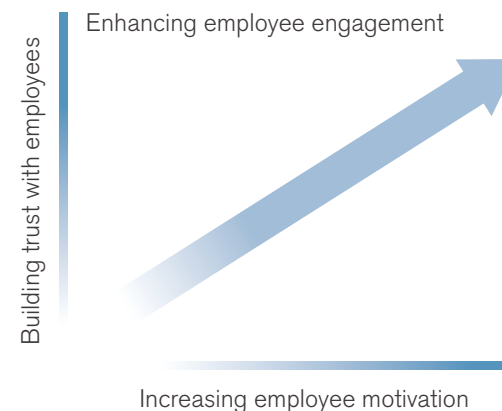
## Policies and Philosophy on Dialogue with Employees

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: “building trust” and “increasing 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 Nissan’s sustainable growth.



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## Management of 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 more motivated and engaged, 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 cascaded from 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 Nissan and its employees to continue to grow together 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.

### Strengthening Communication to Build Trust and Increase Motivation

We are currently working to achieve the objectives of the Nissan NEXT\* business 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/COMPANY/PLAN/NEXT/>

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## 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.

In order to get employees engaged and motivated, swift communication of information regarding the company's products, services, and technologies such as on electrification is provided, which enables employees to deepen their understanding of these important initiatives. We proactively inform employees about long-term initiatives such as developing autonomous driving technologies and providing new services using connected technology.

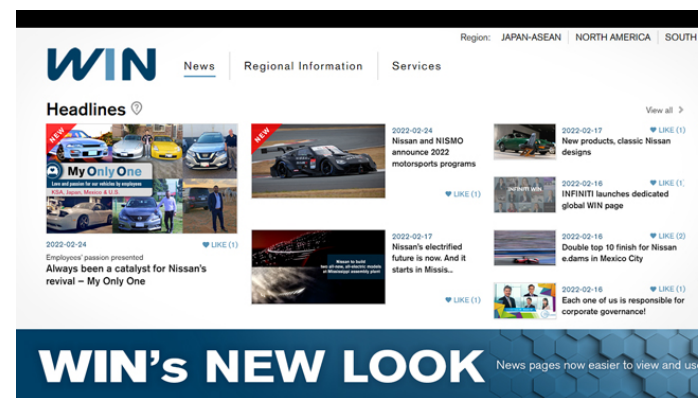
We are enhancing coordination among our various departments and with executives and actively sharing information that contributes to relationships of mutual trust and higher employee motivation.

Every new fiscal year starts with the CEO delivering the presidential address, reflecting on the past year's performance and highlighting the direction for the new year. Topics based on employee interest are also broadcast through live web conferences called Management Information Exchanges (MIEs), which encourage engagement between Executive Committee (EC) members and senior managers.

Employee motivation is also raised through participation in new model announcements and seminars, 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. 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. At the end of fiscal 2021, the WIN design was renewed for the first time in nearly five years, improving usability. The Global Internal Communications Department will continue listening to employee opinions with the aim of further improving intranet (WIN) quality.



Renewed WIN top page

In fiscal 2014, Nissan began issuing Engagement Kits summarizing its global operations, business performance and major achievements, and corporate direction. These kits are distributed to general managers every month and are used as communication tools for information sharing.

In addition, in Japan, employees are provided with the necessary information in a timely manner through such means as a printed in-house monthly newsletter called Nissan News for employees at Nissan production sites and an in-house broadcast program on TV monitors in employee cafeterias and in offices.

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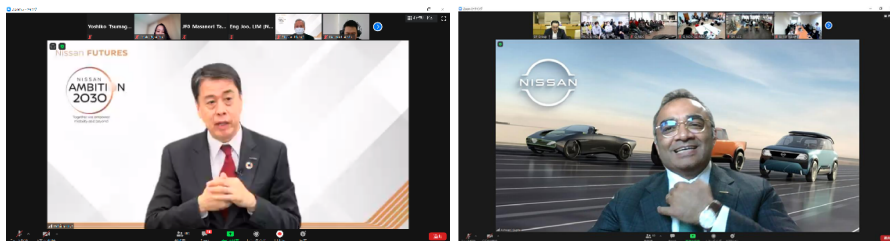
## Strengthening Communication between Executives and Employees

In order to achieve a solid recovery and steady growth through the concepts of “RATIONALIZE” and “PRIORITIZE & FOCUS”, which are the pillars of Nissan NEXT, and to regain Nissan’s identity in the new era, it is important to increase dialogue with employees and have them understand why Nissan is undertaking structural reform of the business.

In addition to the presidential address and MIEs, we held a Roundtable, where the CEO directly interacted with employees, and a Town Hall Meeting, where the CEO delivered a message to global employees.

In fiscal 2021, after announcing the long-term vision Nissan Ambition 2030, we held Town Hall meetings for employees in all regions. Adopting a form of direct dialogue online between employees, the CEO and COO, responses from the participating employees were extremely favorable with a wealth of positive feedback including “the dialogue increased motivation.”

Additionally, by inputting employee feedback to management in a timely manner after the announcement of important projects and holding of events, internal communications also play a role in providing employee perceptions and thoughts as feedback to management.



Town Hall Meeting on “Nissan Ambition 2030”

Regarding opportunities for direct dialogue with top management, many employees have requested that we increase opportunities for communication, and since fiscal 2020, we have conducted roundtables sequentially in each region to facilitate more detailed dialogues with employees.

## Employee–Executive Exchange Meetings

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 business 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 of employees, and the results are conveyed to company executives. The survey results are also used to run a PDCA cycle, leading to future planning that clarifies the scope of the audience and content of communications.

