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Social

Key areas		Sustainability vision		Main goals / approaches for 2022		Related materiality issues		SDG areas where Nissan mainly adds value		
Respect for human rights	Traffic safety	Reduce the number of fatalities involving Nissan vehicles to virtually zero		Promote safety technologies evolution and adoption		<ul style="list-style-type: none"> Inclusive mobility solutions Vehicle safety 		 		
	Diversity, equity and inclusion (DEI)	Achieve sustainable development by creating innovation through building an inclusive organization where individual employees with diverse backgrounds in terms of race, nationality, gender, religion, disability, age, place of origin, gender identity and sexual orientation can demonstrate their potential to the fullest		For female manager ratio, in principle, we will target to get closer to the same level of female ratio in management as indirect employees. (Japan)		<ul style="list-style-type: none"> DEI 		  		
	Quality	Product quality	Strive for top-level quality from the customer's perspective		<ul style="list-style-type: none"> Achieve top-level quality in all focus markets and maintain top-level quality for sales and service over the longer term 		<ul style="list-style-type: none"> Product quality 			
		Sales and service quality								
	Supply chain	Aim to establish a sustainable supply chain with due regard to the environment and human rights	<ul style="list-style-type: none"> All of our suppliers follow Renault-Nissan CSR Guidelines for Suppliers Aim to reduce our collective environmental footprint through environmental data survey and collaboration with suppliers 		<ul style="list-style-type: none"> Supply chain management 		 			
	Employees	Learning and development	Nurture an ability to cope with a range of potential future developments		Create a continuous learning culture at Nissan by: <ul style="list-style-type: none"> Launching an integrated development framework Optimization of Leadership Development Programs Providing digital solutions to realize "anytime, anywhere learning" utilizing great digital solutions 		<ul style="list-style-type: none"> Human resource development 		 	
		Occupational health and safety	Realization of a bright and vibrant workplace free from disasters and illnesses		<ul style="list-style-type: none"> Occupational accident frequency rate to be continuously maintained below previous year's results. Aim to eliminate fatal accidents Promote health management and aim to remain a company where each and every employee can work with enthusiasm 		<ul style="list-style-type: none"> Wellness & occupational safety/health 			
Community engagement	Realize a cleaner, safer, and more inclusive society		All regions are executing philanthropy programs for strategic areas, such as "zero emission," "zero fatality" and "zero inequality"		<ul style="list-style-type: none"> Community development 		    			
						Material issue: human rights				

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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 set six key areas in the social dimension as part of Nissan Sustainability 2022, and we are conducting related initiatives in these areas. The six areas are traffic safety, diversity, equity and inclusion, quality, supply chain, employees, and community engagement.

In traffic safety, 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 help reduce traffic accidents.

Regarding diversity, equity and inclusion, we are proactively hiring more diverse talent with different backgrounds to embrace gender and diverse nationalities 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. Employees at all levels of the organization are sincerely listening to each one of our customers to improve quality.

We are strengthening our sustainability initiatives in all phases of our supply chain, from the procurement of raw materials to manufacturing, distribution, sales, and aftersales 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 a part of our corporate

culture to encourage talent development and achieve sound labor practices and thus create a dynamic work environment where the health and safety of our staff is a top priority. Furthermore, Nissan recognizes local communities are an essential part of its business in every region, and is working to promote community engagement around the world in three strategic areas: environment, traffic safety, and diversity. In ESG data book 2023, we report on activities in those six areas and the human rights initiatives which are fundamental principles to all of them.

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Human rights

Human rights policies and philosophy

Nissan has long regarded valuing people and respecting human rights as fundamental to its management, and this stance is clearly stated in the Global Code of Conduct established in 2001. All Nissan employees share the recognition that compliance with the laws, regulations, standards, and company rules applicable in all countries and regions is fundamental to conducting business, that the human rights of all stakeholders are respected, and that it is essential that they act in accordance with the highest ethical standards.

We do not condone discrimination on the basis of race, nationality, gender, religion, disability, age, place of origin, gender identity, sexual orientation or any other characteristic nor infringement on human rights in the supply chain, such as forced labor and child labor.

This respect for human rights is reflected in our corporate purpose, "Driving innovation to enrich people's lives". In addition, the Nissan Way (revised in 2019), a guideline for action common to all employees, defines "Respect others, respect society" as one of the five values, positioning respect for human rights as the foundation of our corporate culture. In the process of formulating the long-term vision Nissan Ambition 2030 announced in November 2021, many executives, including the CEO, engaged in lively discussions on various issues and initiatives related to human rights. The participants reaffirmed their commitment to further strengthen their efforts to respect human rights and ensure

that they are put into practice in order to realize our corporate purpose.

In fiscal 2021, a special project team for human rights was established reporting directly to the CEO. For about eight months, team members selected from various departments across the company exchanged opinions pertaining to respect for human rights with external experts, confirmed social trends and demands, and discussed the direction Nissan should take. The team's proposal was submitted to and approved by the Executive Committee, the company's highest decision-making body. The proposal defines "Nissan's Human Rights Want-to-be Statement" and clarifies key issues, measures, and internal systems for strengthening human rights management. In response, we established the human rights working group in fiscal 2022 to further strengthen efforts to respect human rights and resolve human rights issues. Nissan will continue working to instill the "Nissan's Human Rights Want-to-be Statement" throughout the company and promote even fuller respect for human rights on a global scale.

Nissan's Human Rights Want-to-be Statement

- To address various issues and risks through proactive and open communications with our stakeholders and ensure that human rights are respected and naturally incorporated into our daily work.
- To allow each individual, including Nissan employees and business partners, to maximize their abilities in a diverse and inclusive workplace with a peace of mind.

Human Rights Policy Statement

In addition to being a signatory of the UN Global Compact, Nissan is committed to respect all human rights as set out in the Universal Declaration of Human Rights (UDHR), as well as the International Covenant on Civil and Political Rights (ICCPR), the International Covenant on Economic, Social and Cultural Rights (ICESCR), and the International Labour Organization Declaration on Fundamental Principles and Rights at Work (ILO Core Labour Standards).

Based on the UN Guiding Principles on Business and Human Rights (UNGPR), we formulated and published the Nissan Human Rights Policy Statement*¹ (First Edition) in June 2017 to actively prevent adverse human rights impacts and updated it in July 2021.

*1 Click here for more information on the Nissan Human Rights Policy Statement (revised version). https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS/

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Also in 2021, Nissan formulated and published the Nissan Global Guideline on Human Rights,*1 which outlines specific measures for employees regarding respect for human rights, with the aim of ensuring compliance with and thorough implementation of the Nissan Human Rights Policy Statement. The guideline is intended to help Nissan employees in the countries and regions where Nissan operates feel more secure in their work and to ensure

consistency between Nissan's activities and the way the company addresses human rights issues as required by international and local communities.

Under the revised policy statement and newly formulated guideline, Nissan is fulfilling its corporate responsibilities, practicing its mission, conducting business activities, and promoting initiatives to respect human rights in order to realize its corporate purpose.

Human rights management

Governance related to human rights

At Nissan governance related to human rights is directed by the Global Sustainability Steering Committee chaired by the Chief Sustainability Officer (CSO) in accordance with the Nissan Human Rights Policy Statement. In fiscal 2022, the governance structure was revised and examined.

Specifically, as part of day-to-day management, related functions and overseas regional headquarters regularly report progress to the Sustainability Development Department, which oversees human rights initiatives. The Sustainability Development Department reports or makes proposals to the Global Sustainability Steering Committee and the Executive Committee, which also reports as well as to the Board of Directors. We will strengthen our human rights governance system from day-to-day management to the board level to ensure that human rights are respected at all levels of Nissan's business activities.

In fiscal 2022, the newly established human rights working group addressed and strengthened four human rights issues clarified by the human rights special project team in fiscal 2021. (1) Expand the scope of employee human rights due diligence; (2) expand and strengthen human rights training; (3) establish grievance mechanisms for suppliers; and (4) conduct and strengthen stakeholder engagement (including responses to serious allegations), and Sustainability, HR, Purchasing, Communication and other related functions including regions have been working on solutions in a global and cross-functional manner. The progress and results of these efforts were reported twice to the Global Sustainability Steering Committee and also to the Executive Committee,

Milestones related to respect for human rights

	Policies and philosophy	Approaches
2001	· Formulates Global Code of Conduct	
2004	· Signs United Nations Global Compact	· Establishes diversity development office
2010	· Publishes Renault-Nissan CSR Guidelines for Suppliers	
2013	· Formulates action against conflict minerals	· Starts the research for conflict minerals and publishes results (published annually thereafter)
2015	· Publishes revision to Renault-Nissan CSR Guidelines for Suppliers	
2016		· Starts third-party assessment of suppliers' sustainability activities
2017	· Formulates and publishes Nissan Human Rights Policy Statement · Updates Global Code of Conduct	· Introduces SpeakUp internal reporting system
2018	· Announces Nissan Sustainability 2022	· Implements corporate impact assessment
2019		· Conducts a human rights assessment at Nissan South Africa (Pty)
2020	· Updates Global Minerals Sourcing Policy Statement · Publishes Customer Privacy Policy	· Conducts a human rights assessment at Nissan Motor Thailand (NMT) and group companies (Nissan Powertrain (Thailand) Co., Ltd. and SNN Tools & Dies Co., Ltd.)
2021	· Publishes Nissan Global Guideline on Human Rights · Publishes revision to Nissan Human Rights Policy Statement	· Conducts a human rights assessment at Nissan North America Inc. (NNA) · Launches a special project team for human rights reporting directly to the CEO to strengthen human rights management
2022	· Publishes "Renault-Nissan CSR Guidelines for Suppliers" Supplementary Handbook for Nissan Suppliers · Publishes revision to Global Code of Conduct *2	· Conducts a human rights assessment at Nissan (China) Investment Co., Ltd. · Establishes the cross-function human rights working group to further strengthen efforts to respect human rights

*1 Click here for more information on the Nissan Global Guideline on Human Rights. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS_GUIDELINE/

*2 Click here for more information on the Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf

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the highest decision-making body.

Nissan regularly reviews Nissan Human Rights Policy Statement and the Nissan Global Guideline on Human Rights in accordance with relevant internal policies and rules as well as external laws, regulations, guidelines, and social demands. We continuously conduct human rights due diligence based on these policies, in order to enhance efforts to respect human rights and reduce risks of human rights issues. We also disclose and report the status of these human rights initiatives both internally and externally in a timely and appropriate manner. In addition, we have also incorporated "human rights" into our corporate risk map based on the Global Risk Management Policy. The status of these initiatives is regularly reported to the Corporate Risk Management Committee. In fiscal 2022, the status of the

initiatives was also reported to the Audit Committee and the Board of Directors. *1

Human rights management for employees and in collaboration with suppliers

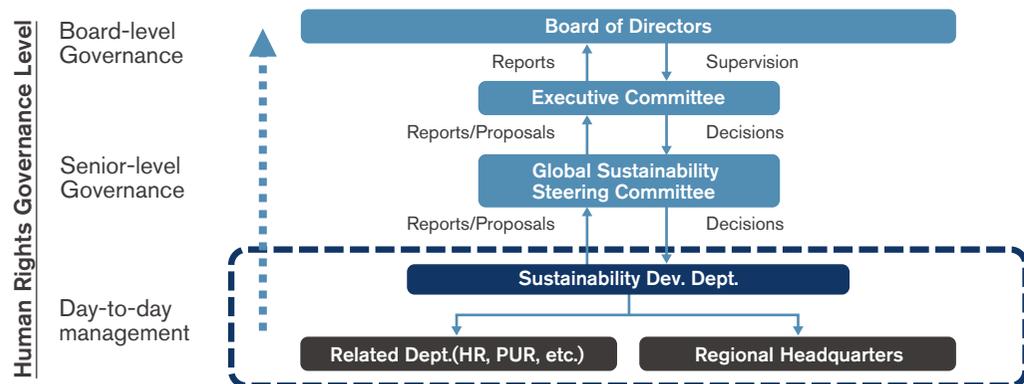
The Nissan Human Rights Policy Statement and the Nissan Global Guideline on Human Rights are applicable to all of Nissan's executives and employees.

Nissan's fundamental ethical expectations from society are also clarified in the Global Code of Conduct. All executives and employees recognize the importance of applying the aforementioned statement beyond Nissan's own operations. At every level of our global supply chain, we aim to conduct ethically, socially, and environmentally conscious business activities. We also work together with suppliers, contractors,

and other business partners to achieve this goal. Since 2006, Nissan has 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. It details our expectations and request implementation regarding respect for human rights and prohibition of child labor and forced labor. We also evaluate our suppliers' sustainability activities including respect for human rights through third-party assessment. In addition, we require businesses we deal with to take the initiative and carry out due diligence on responsible minerals sourcing. Please refer to the supply chain management section for further information on human rights initiatives in the supply chain. *2

We are also strengthening communication with our sales companies and promoting consistent sustainability management, including on human rights issues. At the same time, Nissan has grievance mechanisms and processes in place and it allows collecting and remedying various types of complaints, including complaints related to allegations of potential human rights abuses. The whistleblowing system provides for anonymity in accordance with legal requirements. We are committed to investigating, addressing, and responding to concerns raised, and employees who make inquiries are protected from retaliation as defined in whistleblowing processes. *3

Human rights governance structure



*1 Click here for more information on risk management enhancement efforts. >>> P133
 *2 Click here for more information on supply chain-related human rights initiatives. >>> P099
 *3 Click here for more information on a globally integrated reporting system. >>> P136

See below for more details about our policies and guidelines.
 · Global Code of Conduct https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf
 · Renault-Nissan CSR Guidelines for Suppliers <https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS2015/>
 · "Renault-Nissan CSR Guidelines for Suppliers" Supplementary Handbook for Nissan Suppliers https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS_SH/
 · Global Minerals Sourcing Policy Statement https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Minerals_Sourcing_Policy_e.pdf
 · Nissan Global Guideline on Human Rights https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS_GUIDELINE/index.html

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Human rights achievements

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

Human rights due diligence

Nissan has established and operates the human rights due diligence process in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the OECD*1 Due Diligence Guidance for Responsible Business Conduct. We conduct regular human rights

assessments to identify, prevent, and mitigate human rights risks, take corrective actions, track implementation and results, and communicate how we have addressed impacts, thus implementing a PDCA cycle for human rights management.

We also apply the same process to our supply chain and regularly conduct third-party sustainability assessments based on the "Renault-Nissan CSR Guidelines for Suppliers" and its supplementary handbook. The results are monitored and improvements are made with suppliers.*2

In fiscal 2017, in addition to formulating the Nissan Human Rights Policy Statement, we cooperated with Business for Social Responsibility (BSR), a U.S. NPO promoting sustainability to implement a human rights assessment that identified areas of requiring focus in Nissan's efforts to respect human rights.

Specifically, in order to identify factors that impact human rights as an automobile manufacturer, we conducted a human rights impact assessment from two perspectives: the impact on human rights risks and the potential impact caused by Nissan, and classified them into priority areas and areas requiring a response.

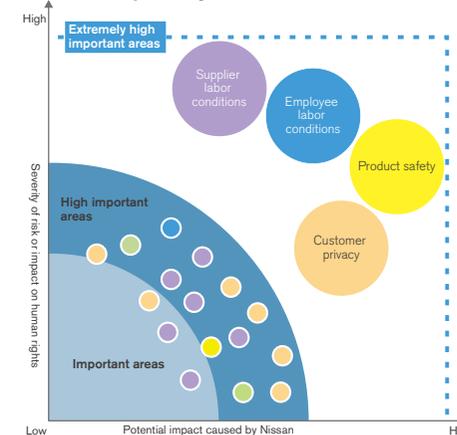
Four priority focus areas that Nissan should address by incorporating business strategies and business activities from among the elements identified as priorities were specified, namely 1) employee labor conditions, 2) supplier labor conditions, 3) product safety and 4) customer privacy. Based on the results of this impact assessment, as part of human rights due diligence, we worked with outside NPOs to conduct human rights assessments at Nissan South Africa (Pty) in fiscal 2019 and again in fiscal 2020 at Nissan Motor Thailand (NMT), group companies (Nissan Powertrain

Human rights due diligence process



* Incl. grievance mechanism

Four priority focus areas identified



*1 Organization for Economic Co-operation and Development

*2 Click here for more information on supply chain-related human rights initiatives. >>> P099

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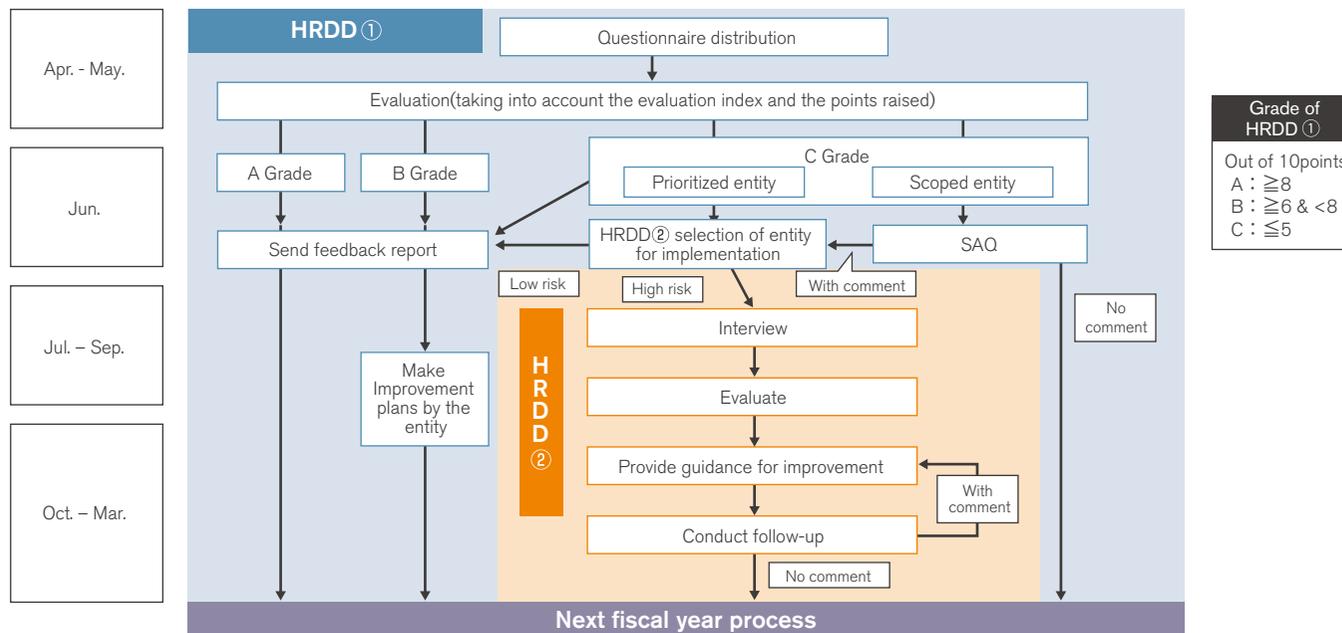
(Thailand) and SNN Tools & Dies), and in fiscal 2021, Nissan North America. We confirmed human rights risk was generally low at all companies assessed. We formulated action plans to remediate items requiring improvement identified in the assessments and are improving them on an ongoing basis by executing those plans.

In fiscal 2022, as in previous years, we conducted human rights assessments at Nissan (China) Investment Co., Ltd. as part of human rights due diligence in accordance with the Nissan Human Rights Policy Statement and the Nissan Global Guideline on Human Rights. In this human rights assessment, we continued to gain support from third parties, leveraging their expertise. We conducted a self-assessment using a questionnaire, as was done in the previous assessments, then gained more comprehensive knowledge of the situation through interviews with local employees. In selecting interviewees, we considered attributes such as employment status, job title, gender, and race in order to include diverse perspectives. The assessment criteria incorporated international standards from the International Labor Organization (ILO) and the Organization for Economic Cooperation and Development (OECD), as well as the Nissan Global Guideline on Human Rights while also incorporating compliance with local laws and regulations. The assessment did not suggest any inconsistencies with local laws. The assessment identified potential areas which the targeted bases could consider revising to better reflect the seven themes*1 outlined in the Nissan Global Guideline on Human Rights. We considered and implemented mitigation measures for each of those that were recognized as being at actual risk. As a specific example, in relation to the theme of labor management systems and access to

remedy, the interviewees raised the concern that employees were not fully aware of the existence of the Nissan Human Rights Policy Statement. In response, we decided to once again review our internal communications and training regarding the Policy Statement to ensure that all employees understand its contents, and conducted additional awareness activities and training to this end. In deciding on improvement activities, we engage in dialogue with the affected local employees and make proposals which are reviewed and approved at the Global Sustainability Steering Committee.

In fiscal 2022, we also developed a human rights assessment process based on past human rights due diligence performance and experience. Considering the size and geography of our business, we plan to further expand the scope of employee human rights due diligence to cover at least 80% of our global workforce each year. Going forward, for each theme, we will continue to check the progress and effectiveness of the improvement activities with the local employees, while at the same time monitoring and managing the process through the Global Sustainability Steering Committee.

Employee: Human rights assessment process



*1 Seven themes(evaluation items): Labor management system & access to remedy, forced labor, child labor & young workers, working conditions, discrimination, freedom of association, and health and safety

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Employee education and training related to human rights, internal reporting system

"Nissan Human Rights e-Learning," a mandatory training program for all global employees established in fiscal 2021, focuses on introducing the contents of Nissan Human Rights Policy Statement and the Nissan Global Guideline on Human Rights and consists of a CEO/CSO message, a definition of human rights, business and human rights, respect for human rights at Nissan, case studies, and tests. The training content is designed so that participants can learn basic knowledge related to human rights systematically and practice respect for human rights in their daily work. This training program was first introduced to indirect employees in Japan, and in fiscal 2022, it was in the middle of expanding to all directors and indirect employees at overseas consolidated bases, with a participation rate of 87.3% in Japan, 100% in China (NCIC) and 99.3% in ASEAN region.

In addition, direct employees working at plants learned about concepts and approaches pertaining to respect for human rights, focusing on the Nissan Human Rights Policy Statement and the Nissan Global Guideline on Human Rights during video training on the Global Code of Conduct. Training was conducted at regular shift start meetings at all global plants or through an in-person classroom format.

Furthermore, as described in the Global Code of Conduct, employees can submit inquiries related to human rights issues via the SpeakUp*1 global reporting system. We are committed to investigating, addressing and responding to any concerns reported, and employees who make inquiries are protected from any form of retaliation. With the aim of promoting efforts to respect human rights together with suppliers, we plan to establish a supplier contact point

to receive reports of human rights violations by Nissan employees during fiscal 2023.

We have also established an internal process for human rights serious allegations, and are working with our overseas offices to strengthen our response.

Stakeholder engagement on human rights

<External stakeholder initiatives>

In fiscal 2022, we held several dialogues with external stakeholders. Specifically, in September 2022, we invited four outside experts, Mr. Ryusuke Tanaka of the International Labor Organization (ILO), Ms. Emi Sugawara of Osaka University of Economics and Law, Mr. Daisuke Takahashi (Japan Federation of Bar Associations), and Mr. Keiichi Ujii of Global Compact Network Japan, to hold a dialogue on the topic of "Business and human rights."

Several Nissan representatives from departments in charge participated in the meeting and introduced specific activities to strengthen initiatives, including defining a Roadmap to 2030 and Human Rights Want-to-be Statement, a governance structure to increase the commitment of internal stakeholders, and efforts to improve information disclosure. In addition to advice on Nissan's activities in response to the above, there was also a broad exchange of views on the identification and assessment of serious human rights issues that Nissan should address.

Specific feedback noted that "companies need to address highly vulnerable migrant workers and gender equality in employment, which is attracting attention from society," "companies need to look at the link between human rights and business as a whole and further assess how rights holders in the supply chain are affected," and "the premise

for promoting business and human rights activities is to integrate human rights policies into management systems with the proactive participation of management." *2



Engagement conducted with outside experts

Further, in March 2023, we held a follow-up session with stakeholders who participated in the dialogue held in September 2022, where in addition to reporting on the status of subsequent Nissan's activities, we once again exchanged opinions and received evaluations and feedback on our activities.

In addition to the above, we participated in the 2022 UNDP "Business and Human Rights Project" (supported by the Japanese government), where we had the opportunity to deepen our understanding of the UNGP, review each of our own initiatives, and discuss prospects through group training and individual guidance by human rights experts (themes included human rights policies, mechanisms such as human rights due diligence and grievance mechanisms, and communication).

On this project, Nissan was highly commended for its internationally recognized policies and management systems that respect human rights and its establishment of a cross-

*1 Click here for more information on the SpeakUp. >>> [P136](#)

*2 Click here for more information related to these sessions. >>> <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/HUMANRIGHTS/INITIATIVES/>

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functional structure to address human rights issues. Nissan also received advice on addressing potential risks, strengthening activities according to their impact and priority, and enhancing the disclosure of information on human rights activities.



<Internal stakeholder initiatives>

In fiscal 2022, we further systematized and strengthened internal communication on human rights promoted up to now, and proactively communicated messages on respect for human rights from CSO and the executive in charge of human resources to employees, introducing social topics and internal initiatives related to human rights. There have been approximately 8 communication opportunities, both large and small.



Sustainability seminar held for employees

Rather than conducting human rights-related training and information sharing, as in fiscal 2021, Nissan conducted a human rights awareness survey of its employees again in fiscal 2022 to ascertain their level of recognition and understanding of Nissan's initiatives, their opinions and wishes, and to further elevate the level of human rights activities. Analysis of the survey results in fiscal 2022 show that employee awareness of human rights policies and guidelines has increased, and that we have been able to raise awareness of human rights within the company and expand these activities in many areas. Given the effectiveness of the educational programs conducted in fiscal 2022, we will

continue to send out messages from top management and implement educational programs as further actions through fiscal 2023. In addition, as new measures to further deepen employees' understanding, we will consider specific measures to expand the educational program and strengthen internal public relations.

We will further strengthen efforts in the area of human rights by reflecting internal and external stakeholder feedback in human rights risk assessment, reporting, and communications. We will also promote initiatives through ongoing internal dialogues as well as dialogues with all Nissan stakeholders, including mentionable rights holders in the supply chain.

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Traffic safety

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-assist features. 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 offering 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 help reduce traffic accidents.

Traffic safety management

In 2022, there were 2,610 fatalities in Japan caused by traffic accidents. While this is 26 fewer than in 2021, there are still more than 2,000 deaths per year due to traffic accidents. According to the World Health Organization (WHO), approximately 1.30 million people die each year in traffic accidents globally. Nissan is working to develop vehicle control technologies aimed at significantly reducing accidents by utilizing next-generation LIDAR technology.

We are working to enhance technologies that help lessen the severity of unavoidable accidents and bolster occupant protection.

While pushing forward with technological advancements on the vehicle side, we are also conducting educational initiatives to help raise safety awareness for the motoring public.

Traffic safety achievements

Enhancements to Nissan's safety technology and external ratings received*1

Intelligent Emergency Braking*2 is available on nearly all vehicle categories sold in Japan, including EVs and commercial vehicles, and standard on all major models. In the U.S., Automatic Emergency Braking is standard equipment on substantially all light duty vehicles and trucks. Otherwise in North America and Europe, Intelligent Emergency Braking is available on key models.

Our vehicles have earned high safety ratings on many public and governmental tests held in various regions. Nissan is actively participating in industry activities such as those organized by the Japan Automobile Manufacturers Association (JAMA) to promote the vehicle safety measures activities and the strategic standardization activities. Nissan contributes to the creation of the international regulations (WP29) and de jure standards (ISO) of "performance evaluation test methods" for various safety technologies such as "intelligent emergency braking".

*1 Click here for more information on major external safety ratings (Based on 2022 assessments) [>>> P160](#)

*2 Automatic emergency braking in North America

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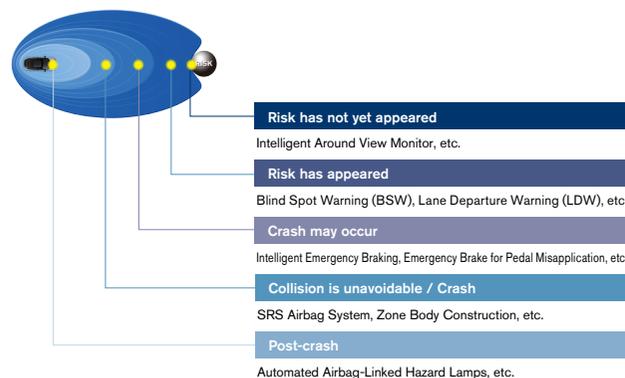
Aiming for Virtually Collision-Free Cars

Our Safety Shield concept helps support the safety of vehicle occupants in a variety of scenarios from a comprehensive perspective, from accident prevention and avoidance to occupant protection.

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.

We are committed as an automobile manufacturer to widespread availability of our safety technologies.

Safety Shield *1



Dissemination of Advanced Driver Assistance Technologies: ProPILOT/ProPILOT Assist

ProPILOT/ProPILOT Assist was originally brought to market in 2016. In September 2019, ProPILOT2.0/ProPILOT Assist2.0 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/ProPILOT Assist globally in a wider range of vehicle types. In total, more than 2,273,000 vehicles equipped with ProPILOT/ProPILOT Assist have been sold as of the end of March 2023.

Driver-assistance technology leading to a dramatic enhancement in collision avoidance performance

Nissan believes that driver-assistance technology, by which some highly complex accidents can be avoided, will be instrumental in enabling its customers to use their vehicles with confidence in the upcoming era of autonomous driving. We have therefore announced ground truth perception technology, which is a driver-assistance technology that can lead to dramatic enhancements in the collision avoidance performance of vehicles. Aiming to complete the development of this technology by the mid-2020s, Nissan will first make ground truth perception technology available on selected new models, and on virtually every new model by fiscal 2030.

Expansion of ProPILOT

*As of March 31, 2023



*1 Click here for more information on Nissan's Safety Technology Development Concept. https://www.nissan-global.com/EN/INNOVATION/TECHNOLOGY/ARCHIVE/SAFETY_TDC/

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										Community engagement	

Installation of SOS Call (HELPNET)

SOS Call (HELPNET), an advanced automatic accident reporting system that enables data and voice communication to a dedicated operator in case of emergencies such as a traffic accident, sudden illness, risk of an accident, and tailgating and other forms of road rage, is now installed in the Nissan DAYZ, the first in the minicar segment in Japan. We will be successively expanding the number of models where the system is available, including the Nissan ROOX, Nissan Kicks, Note, Note Aura, X-Trail, Serena, Nissan Ariya, and Nissan Sakura in Japan. There are two types of notifications: automated notification when the airbag is triggered in a traffic accident, etc., and manual notification using the SOS call switch. After the call is made, a dedicated operator uses the information obtained from the vehicle to quickly contact the fire command center or the police, and supports the driver for example by arranging for ambulances.

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 navigate unforeseen situations like accidents, road construction, and other obstacles. When autonomous decision-making is difficult, a remote operator can draw up an ideal route to help manage the situation and send it to the vehicle for execution.

Promote educational initiatives for traffic safety activities

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*1, Nissan's Omoiyari Light Promotion*2 urges drivers to turn on their headlights earlier in the evening. We have actively supported 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*3 in 2018 together with a research department in Niigata University. One of the outcomes from these efforts is the "Wheel Spinning (*Guru-Guru*) Exercise,"*4 developed in March 2020, which promotes and encourages safe driving among senior drivers. Furthermore, in March 2021, in collaboration with Niigata University, Kitasato University, and Sagami Women's University, we established a virtual laboratory called the Traffic Safety Future Creation Lab.*5

We aim to realize a mobile society with virtually zero traffic fatalities through standing by anyone who has concerns or inconveniences in their daily life and mobility.

Omoiyari Light Promotion



Nationwide voluntary participation in the campaign to turn on headlights

On and around November 10, designated "Day of Good Lighting," we supported people in 96 locations nationwide from Hokkaido to Kagoshima in taking the initiative to encourage drivers to turn on their headlights before dark. In addition, the TRY-LIGHT CHALLENGE debriefing session was held in December 2022 where participants from around Japan shared their ideas and tips to get drivers to turn on their headlights. The participants encouraged each other, and the session gave rise to new insights.



TRY-LIGHT CHALLENGE debriefing session

*1 Click here for more information on the Hello Safety Campaign. (Japanese only) <https://www.nissan-global.com/JP/SUSTAINABILITY/SOCIAL/SAFETY/HELLOSAFETY/>

*2 Click here for more information on the Omoiyari Light Promotion. (Japanese only) <https://www.omoiyari-light.com>

*3 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.

*4 Click here for more information on the "Wheel Spinning (*Guru-Guru*) Exercise". (Japanese only) <https://www.nissan-global.com/JP/SUSTAINABILITY/SOCIAL/SAFETY/HELLOSAFETY/TAISOU/>

*5 Click here for more information on the Traffic Safety Future Creation Lab. (Japanese only) <https://www.nissan-global.com/JP/SUSTAINABILITY/SOCIAL/SAFETY/HELLOSAFETY/LAB/>

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Throughout the year, the Global Headquarters Gallery hosts daily presentations at dusk by “Nissan PR specialist” staff members about the Omoiari Light Promotion. These activities have helped our Omoiari Light Promotion steadily gain broad acceptance among the public.

Traffic safety future creation lab

This laboratory is prioritizing reduction of the number of traffic accidents caused by elderly drivers, which has become a major social problem.

Activities this year included performing an evaluation experiment with the participation of elderly drivers on the “effective field of view*1 measurement system” developed last year, as well as a visibility evaluation experiment of colors of pedestrian clothing using character figures and an actual car. Research results will be published on an ad-hoc basis.



“Wheel Spinning (Guru-Guru) Exercise” connecting the real to the Metaverse.

Also, to help the “Wheel Spinning (Guru-Guru) Exercise,” to become more widely known, we implemented 1) a nationwide online experiential session and 2) a simultaneous real and virtual experiential session by connecting “NISSAN CROSSING” in Ginza with a virtual gallery in the Metaverse. From now on, we will continue to create and disseminate information on traffic safety solutions that will help elderly drivers to drive safely and with greater confidence for many years to come.

Proof-of-concept experiment for community development with using new mobility

Nissan is involved in the “Namie Smart Mobility” proof-of-concept experiment for on-demand vehicle dispatch services in the Hamadori Region of Fukushima Prefecture. To build a new mobility service that will serve as a transportation infrastructure to support regional activities, this year we will validate public transportation services with a view toward future commercialization through proof-of-concept

experiments to be conducted throughout the year. From October 2022, “mini digital stops” for actual retail stores were introduced to improve and expand convenience for users and support driving customers to such stores. Furthermore, in January 2023, the “Namie Smart Mobility” fare was established moving the project into the final stage of proof-of-concept experiments toward commercialization. By making the service for-pay, we will verify the degree to which users and the community are willing to accept a service with fares. We also aim as build a model to commercialize sustainable mobility services, including future service expansion, even in areas with low population density. We are also pleased to note that in October 2022, this initiative received the “GOOD DESIGN AWARD” sponsored by the Japan Institute of Design Promotion.



Visibility evaluation experiment of colors of pedestrian clothing using character figures and an actual car



Namie Smart Mobility

*1 Effective field of view refers to the range at which drivers are able to discern objects that they need to identify.

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Diversity, equity and inclusion

Diversity, equity and inclusion (DEI) policies and philosophy

Nissan is committed to be a truly diverse, equitable and inclusive company that empowers everyone to challenge themselves and drive innovations that make a difference. As we transform the way people live and drive, our ambition is to further deepen and advance Nissan's diversity, equity and inclusion (DEI) initiatives, ensuring that everyone is valued and respected while actively contributing to a more inclusive world.

Our statement

Nissan's commitment to DEI starts with our people and culture. We aim to give everyone a voice and the opportunity to realize their full potential. In an increasingly complex and changing world, we need to bring together diverse teams to address and cater our products to the different needs of customers and societies. The emphasis on DEI will help us to be truly inclusive with our innovations as we continue to deliver the future of mobility and enrich the world we live in.

Diversity

We define diversity as the need to embrace differences. This means recognizing and respecting different values and backgrounds such as race, ethnicity, national origin, culture, religion, gender, sex, sexual orientation, gender expression and identity, disability, marital status, age, career or academic background and lifestyle, among others. Different and varied perspectives are necessary to promote innovation.

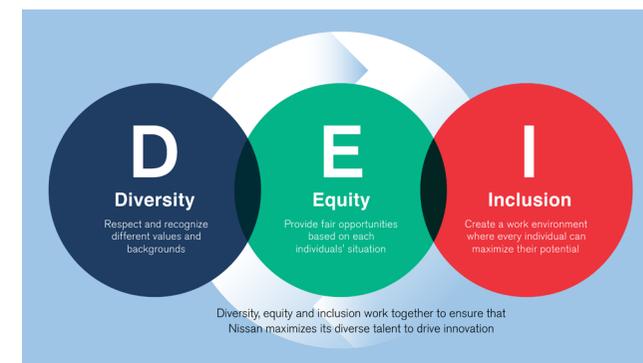
Equity

We see equity as the need to provide fair opportunities for everyone based on each individuals' situation. Equity also empowers the inclusion of different values and backgrounds within Nissan helping create greater value through bold and diverse innovations.

Inclusion

We define inclusion as the need to create a work environment where every individual can maximize their potential. At Nissan, we seek to foster an inclusive culture by actively bringing everyone across the business together. Furthermore, we want to ensure that everyone has a part to play in the decision-making process and their voices can be heard no matter their role in the company.

Diversity, equity and inclusion work together to ensure that Nissan maximizes its diverse talent to drive innovation.



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Our actions

With an aim to achieve our mission, Nissan establishes its core principles for every employee to value and respect one another. With an inclusive mindset, we uphold a diverse work culture that provides equitable opportunity with greater work life balance for all, and our employees are expected to empower and help each other to deepen understanding of different cultures, people and experience. Our suppliers, customers and the communities where we operate are to be respected in the same way. Alongside this, each region and country where Nissan is present follows our global policy that defines roles each individual should play, while also developing their own approach to focus on diverse local environments.

DEI Mission



Diversity, equity and inclusion (DEI) management

DEI decision-making and action-driving bodies

Nissan has a framework to promote DEI worldwide through collaboration between the corporate organization and each region.

Global DEI Council

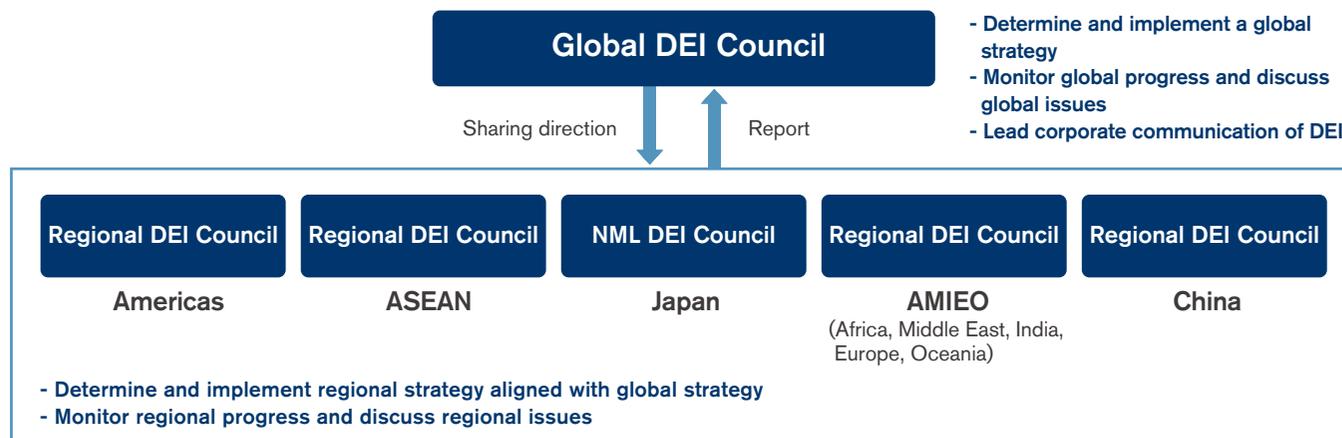
- Chaired by the CEO. Members are executives representing divisions and regions.
- Share, discuss and make decisions on DEI strategies and direction.

Regional DEI Council

- Organizations for promoting DEI in each region
- Chaired by the senior management of each region. Members are executives representing each division.
- Makes decisions on DEI strategies and direction in each region aligned with that of the corporate organization.

Organizations promoting DEI

In Japan and each region where we have a business presence, the promotion of DEI is spearheaded by dedicated organizations or specific individuals. They manage the DEI Council, collaborate among departments, and lead the development and execution of DEI strategies in each region aligned with the global DEI strategy.



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Diversity, equity and inclusion (DEI) achievements

Enabling diverse human resources

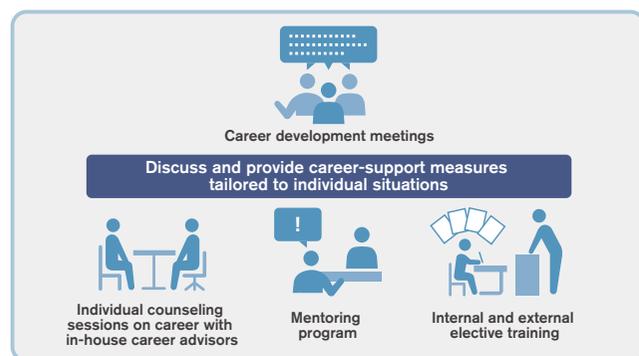
Gender diversity initiatives

Nissan continues to implement gender diversity initiatives as a key component of enhancing diversity.

As a result of those initiatives, the percentage of women among Nissan managers globally has increased from 6.7% in 2008 to 15.5% in March 2023. Nissan empowers women global-wide. *1 *2 *3

Development and retention measures (Japan):

We support women's careers in terms of recruitment, development and retention enhancement.



Tailored career support in Japan

We hold career development meetings for female employees to ensure support during key life stages. The attendees include the employee's manager, the human resources department, and a career advisor to discuss development plans and measures to enable ensure continued success.

Training for *Monozukuri**4 divisions

The career roundtable discussion and career development training have been held in the *Monozukuri* divisions since 2020.

Roundtables with executives

For female leaders and mid-level female employees, we provide roundtables with senior management to allow deeper dialogue regarding leadership and executive management.

Networking and introducing role models

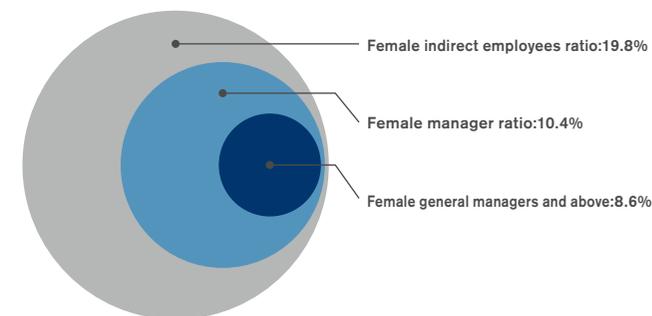
We encourage networking between external female talent and female managers within Nissan. In addition, through an intranet dedicated to DEI, employees can watch interviews and gain perspectives from successful female employees who are building careers in their own way.

As a result of these various initiatives, women now comprise 10.4% of managers in Japan as of March 2023. This compares favorably to the average of 5.1% for Japanese manufacturers with 1,000 or more employees (according to the 2022 Basic Survey on Wage Structure from Japan's Ministry of Health, Labor and Welfare). As of March 2023, a total of 8.6% of positions from the level of general manager and up are filled by women 4.3 times larger than the 2008 level of 2.0%.

Nissan aims to bring the ratio of women in management closer to the overall percentage of female indirect employees in Japan. To accomplish this, we aim to raise the female ratio of indirect employees to 30% by actively accelerating the hiring and development of women in an effort to enrich the pipeline.

(As of March 2023, the ratio of female managers was 10.4% and the female ratio of indirect employees was 19.8%.*5)

Female manager ratio in Japan (as of March 2023)



*1 Refer to our Corporate Governance Report (Principle 2-4-1). Click here for more information on ensuring diversity in core human resources. https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/g_report.pdf

*2 Click here for Nissan's action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace. (Japanese only) <https://positive-ryouritsu.mhlw.go.jp/positivedb/detail?id=727>

*3 Nissan is supporting Keidanren's goal of having females make up 30% of executives by 2030. Click here for more information on Challenge Initiatives for 30% of Executives to be Women by 2030. <https://challenge203030.com/EN.php>

*4 Includes Manufacturing, R&D, Purchasing, Design, Total Customer Satisfaction.

*5 The female manager ratio, previously listed as of April, has been changed to as of March for consistency with the collation of corporate governance data.

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At the NML DEI Council — a body that deliberates on topics unique to Japan — officers representing each division discussed the state of affairs and issues in each division based on the fiscal 2022 topic gender gap. Going forward, measures will be ramped up with the development and execution of activities for each division and the company as a whole.

The ratio of the average pay of female to that of male is 81.9%. (The ratio is among all employees as of March 2023)

Although there is a gap in average pay per person due to differences in composition between male and female, such as the ratio of managers, there is no difference in treatment between male and female in the pay.

Continuing the initiatives previously described will narrow both the gap in the gender ratio at each job level and the average pay difference of male and female.



Initiatives at car development/production sites and dealers (Japan) :

Car development stage

We listened carefully to the voices of our female customers throughout the design and development process of the Nissan X-Trail. It went on to be named the Best Large SUV in the Women’s World Car of the Year 2023. It is the only international award made up exclusively of female automotive journalists. *1

Production sites

We are helping to create production lines that allow anybody to work regardless of age or gender. We are also developing processes in which not only women but people with special physical needs can play an active role. In 2016, the Nissan group’s first female forewoman and supervisor was appointed at the Oppama Plant (Yokosuka, Kanagawa prefecture). In such an environment, other employees also feel they can further their careers. Also, with the aim of promoting the acceptance of diversity and creating comfortable workplace environments for all employees, informative videos are provided to technicians and seminars are conducted for foremen and general foremen. The videos and seminars explain what inclusion actually means and how it can be implemented in the workplace.

Dealers

Many female car-life advisors (CAs) are active in our dealers nationwide in Japan.

As of the end of February 2023, 1,183 female CAs were employed across Japan. The ratio of female CAs increased from 10.5% in February 2022 to 11.4%.

In addition, female technical advisors (TAs) have been appointed to serve as bridges between customers and dealer technicians.

Woman Act (Japan) :*2

As an activity in collaboration with the local community, Nissan has been participating in Woman Act for female active participation enhancement in Kanagawa since 2015. CEO Makoto Uchida has published a declaration of this project.



Development of female leaders :

Following the appointments of Michelle Baron in November 2022 and Allyson Witherspoon in April 2023, there are now six female executives (directors and executive officers) in Nissan’s management team (as of June 2023. Two female executives are outside directors). The Woman Leadership Program has been implemented to develop female leaders.

*1 Click here for more information on the award. <https://global.nissannews.com/en/releases/release-0cbaaa35cd823cb7d80b7f6b01f3d71-nissan-x-trail-awarded-best-large-suv-by-ww-car-of-the-year-2023>

*2 Click here for the declaration. (Japanese only): <https://www.pref.kanagawa.jp/osirase/0050/womanact/cheer-menb.html>

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Initiatives on mid-career hires and senior employees

Nissan has been hiring, developing and promoting talented individuals with various career backgrounds on a regular basis. We provide necessary training to employees with prior experience at other companies to enhance their performance at Nissan.

Nissan's mid-career recruitment ratio for management is higher than the average Japanese company and is even higher for indirect employees. (The mid-career recruitment ratio in management is 34.8% and for indirect employees 31.1% in Japan as of March 2023.)

We also provide opportunities to senior employees. *1

Initiatives for hiring people with disabilities

At Nissan, we create workplace environments and systems to provide opportunities in which people with disabilities can work to their full potential.

Cross-cultural cooperation

Nissan's global workforce is composed of more than 100 nationalities. The senior management and team leadership levels also include diverse nationalities.

The percentage of non-Japanese in management positions working for Nissan in Japan (5.8% as of March 2023) is among the highest of all Japanese corporations. Also, 46.2% of Nissan's executives are non-Japanese nationals.

We provide opportunities to enhance skills and experience in working collaboratively across diverse cultures by acquiring knowledge through cross-cultural e-learning and other programs, personnel exchanges among offices outside Japan and project collaborations.

Support for work-life balance (Japan)

- We provide trainings and seminars to support employees balancing work and childcare as well as employees responsible for elder care.
- We also provide trainings and seminars for managers to learn how to support subordinates who are engaged in balancing work and childcare.
- We have also invested in infrastructure development, including programs and facilities.

We are introducing effective measures by approaching work-life balance from these three directions. Since 2022, with the aim of fostering a culture in which it is easier for male employees to take paternity leave, the following actions have been implemented: distributing messages of support to employees from executives and managers, hosting seminars for employees and managers, organizing company-wide awareness activities encouraging employees to take leave and conducting interviews with employees who have previously taken paternity leave.

In addition, activities are also conducted from a bottom-up approach, such as Escargot, an employee-led resource group set up by working parents as a forum to exchange information.

Creating an environment conducive to work-life balance

Comprehensive support for employees: For themselves, managers, mindset and infrastructure

Supporting employees: Career development and work-life balance support

- Seminar for expectant parents before maternity and childcare leave
- Reinstatement seminar
Provide employees with opportunities to think about their career paths and workstyles before and after maternity and childcare leave
- Nursing-care seminar

Supporting managers who have employees engaged in work-life balance

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

Developing programs, facilities and other infrastructure conducive to the work-life balance of employees and fostering a culture that is supportive of employees taking childcare leave

- Remote work program (all employees are eligible except those in manufacturing processes)
- Super flextime without core time (core time exists at some sites)
- Short-hour work program (for employees engaged in childcare or nursing care)
- Family-support leave (special paid holidays for marriage, childbirth by spouse, childcare, nursing care and fertility treatment available by the hour)
- Childcare leave (with splitting option), nursing care leave and maternity protection leave
- Accompanying leave (three years maximum)
- Re-employment policy
- In-house childcare center (at five 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

*1 Click here for more information on "Support for the engagement of senior human resources". >>> [P103](#)

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Creating programs, facilities and other infrastructure for employees balancing work with childcare or nursing care

Establishment of in-house childcare centers

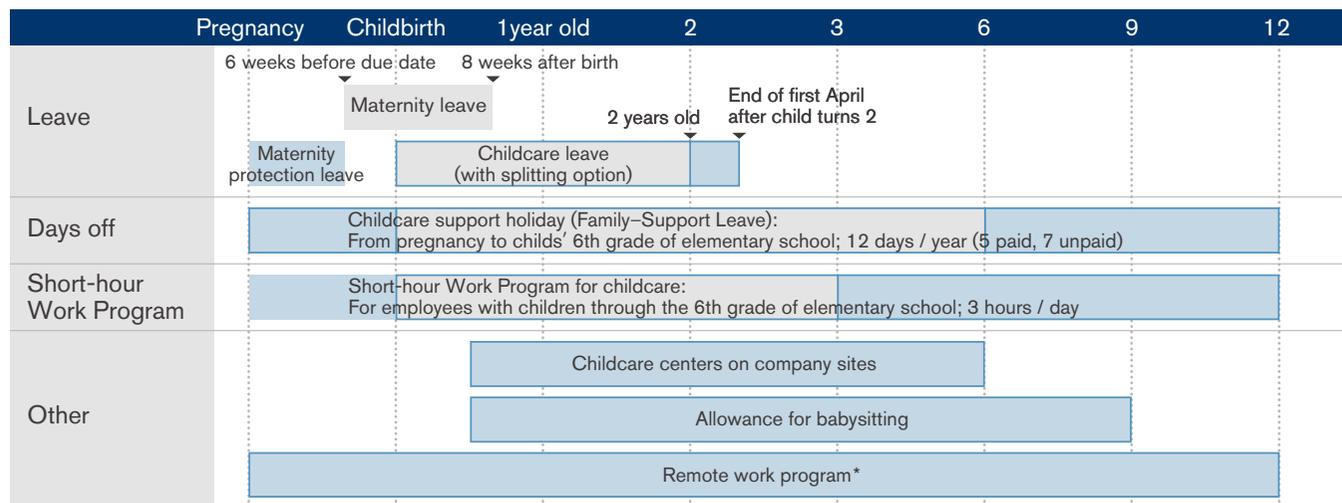
The number of centers has been increasing since Nissan opened its first childcare center at the Nissan Technical Center in 2005.

In 2017, the first childcare center in a plant was opened at the Oppama Plant.

In April 2022, Nissan opened its fifth in-house childcare center at the Yokohama Plant.

We currently have in-house childcare centers at the Nissan Technical Center, the Nissan Global Information System Center, the Global Headquarters, the Oppama Plant and the Yokohama Plant. Their operating hours are line with the working times of each site to support the continued employment of employees.

Support systems for childbirth and childcare (Japan)



* Available to all employees (excluding those in manufacturing processes) regardless of their reasons for childcare or nursing care.

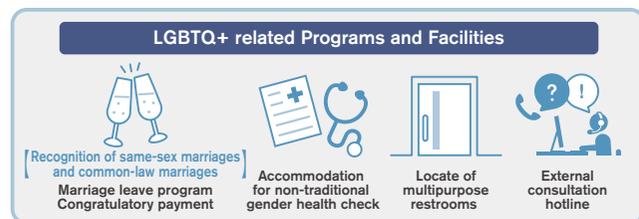
Legend: Legally mandated decided by Nissan for parents of both sexes

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LGBTQ+ related initiatives

Nissan is making both internal and external effort to support LGBTQ+ people, creating a corporate culture that embraces difference in gender identities and sexual orientations, introducing systems and facilities considerate of them and releasing supportive message to the public.

LGBTQ+ related programs and facilities



Examples of activities to promote understanding of LGBTQ+ :

Nissan is engaged in comprehensive LGBTQ+related understanding and promotion activities. In recognition of these initiatives, the private organization work with Pride gave Nissan the top gold rating in the PRIDE Index, which recognizes corporate initiatives to support LGBTQ+ employees. Nissan received six consecutive gold ratings from 2017 to 2022.

LGBTQ+ seminars

Held annually since 2014, guest speakers from outside the company are invited to provide a forum for employees to actively learn and think.

LGBTQ+ e-learning

Mandatory training for all employees.

Event participation

Nissan has participated in the Tokyo Rainbow Pride — the largest LGBTQ+ event in Japan since 2017.

LGBTQ+ employee networking

In fiscal 2016, members of the LGBTQ+ community and allies (those supportive of LGBTQ+) within the company launched a self-initiated employee network as part of bottom-up activities.

Embed DEI in corporate culture

We believe that embracing the diversity of our employees leads to the creation of greater value that meets the diverse needs of customers. We will seek to embed DEI as the foundation of our organization and respect different values to ensure every individual can maximize their potential.

Internal and external communication activities

Communicating the thoughts and activities of senior management can prompt behavioral change by facilitating a common understanding of the significance of promoting DEI. We also are making efforts to enhance our corporate brand image and recruiting.

Internal communications:

Interviews with executives

We promote understanding of DEI by sharing experiences and thoughts of senior managements as well their expectations for employees.



DEI forum

In fiscal 2022, forums were held in which employees could take the stage as panelists to talk about their experiences and opinions on the topics of paternity leave and female careers in the Monozukuri functions. The forum was attended online by approximately 300 Nissan employees and provided an excellent opportunity for everyone to revisit the topics of work-life balance and career.

Global diversity awareness month

We have opportunities to reconsider and discuss the importance of DEI through executive officer messages, employee interviews and panel discussions.



Intranet website and email newsletter

Notices on various events and training programs, reports and content related to DEI are posted on the website. We also issue email newsletters on a regular basis to embed DEI within the company.

External communications:

DEI page on the corporate website

Nissan's vision and initiatives, as well as messages from Nissan's senior management, are available on the corporate website and state DEI as a key pillar of our business strategy.

"Iku-Boss declaration"*1

In February 2022, CEO Makoto Uchida announced Nissan's Iku-Boss Declaration. Iku-Boss is an initiative led by the Ministry of Health, Labor and Welfare in Japan to create workplaces where diverse employees can perform to their full potential.

*1 The term "Iku-Boss" refers to executives and managers who consider the work-life balance of their subordinates and support their careers and lives while achieving results in organizational performance and enjoying their own work and personal lives. By making an Iku-Boss declaration, the top management and executives of an organization state their aim to become an Iku-Boss.

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Diversity management in leadership

We are developing leaders who can manage diverse employees and maximize performance as a diverse team.

Fostering mindsets

We continue to hold DEI-themed events in each region and run training sessions for employees worldwide.

Category	Detail
Diversity Management in Leadership	Executive workshop In November 2021, an external lecturer was invited to speak on Team Strategies for Diverse Organizations. Positive discussions ensued, and all executives in attendance made declarations of action. Following the workshop, senior management sent communications to employees in each division.
	Diversity management training This training is incorporated into the training module for newly appointed managers, to deepen their understanding of diversity in management styles and issues at the workplace and to learn skills to deal with them.
	Seminars for managers This program teaches how to be creative in day-to-day management from the point of view of balancing work with childcare and paternity leave.
Fostering mindsets	Unconscious bias e-Learning This training is provided to all indirect employees, so they can learn the influence of the unconscious biases that everyone has as well as techniques to mitigate their effects. Following its introduction in Japan in fiscal 2018, this training has been gradually rolled out to global sites.
	Gender diversity e-learning (Japan) The content was updated in fiscal 2019 and is being implemented to realize each individual maximizing their abilities as part of a diverse team.
	LGBTQ+ e-Learning (Japan) Aiming to make everyone feel comfortable at work, we are implementing this as mandatory training for all employees to learn about LGBTQ+.
	Paternity leave and revised childcare leave law e-learning (Japan) This training is being implemented to provide an understanding of the childcare leave system based on the June 2021 revisions to Japan's Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Members. The aim is to enable managers, supervisors, and users of the system and their colleagues to take appropriate action, adopt the right mindset, and effectively utilize and promote the system.

Nissan is also committed to enhancing diversity and inclusion as one of the focus areas in its social contribution activities. We are promoting diversity and inclusion as an important value with the aim of realizing a cleaner, safer and more inclusive society where everyone is given equal opportunities.*1

Promotion of inclusive workstyles

We are committed to create a working environment in which diverse employees can maximize their performance.



Remote work program with no upper limit of hours*
*For all employees except those in manufacturing processes



Super-flexitime without core time*
*There is core time at some sites



Standard meeting times that take into account time differences between global locations
(between local hours of 7 a.m. and 8 p.m.)

Nissan's remote work program has evolved since the introduction of the telecommuting system for employees balancing childcare and nursing care in 2006. Since then, reflecting the opinions of employees and management, we are expanding locations to work, setting minimum increment for working and widening the scope of eligible employees. In 2021, the upper limit of hours was eliminated, moving beyond a provisional measure in response to the COVID-19 pandemic.

Workstyle reform Happy 8

Happy 8 program

In 2015, we introduced the "Happy 8" program — a time-conscious workstyle reform emphasizing the ideal of an eight hour workday. It aims to increase individual and organizational productivity while also improving work life, private life and health by increasing awareness among all employees of working for eight hours a day.



Happy Friday

In February 2017, we introduced our Happy Friday program, which encourages employees to leave the office at 3 p.m. on the last Friday of each month. Through this we're promoting an enhanced work-life balance.

Happy 8 survey

We conduct an employee survey on workstyles every year to review and revise the programs that meet employees' needs and actual conditions conveyed from the survey.

Items from previous Happy 8 surveys incorporated into the program

May 2019	Remote work locations expanded to include places considered the same as one's home (house of spouse or family member within the 2nd degree of kinship)
October 2020	Remote work locations expanded to include public places
January 2021	Option of taking Family Support Leave in one-hour units
June 2021	Removal of the upper limit of remote work time

*1 Click here for more information on our "Community Engagement". >>>P117

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Achievements at sites outside Japan

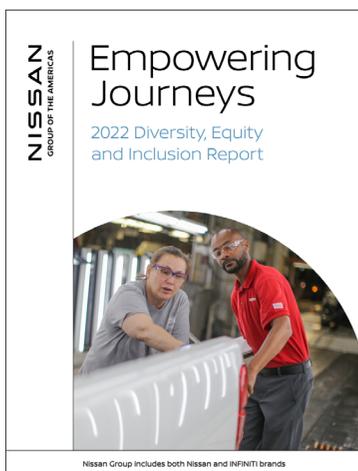
Initiatives in Americas

Nissan Group of the Americas is committed to creating a culture where everyone belongs and employees, customers and partners feel respected, valued and heard. Our mission is fueled by the many people who make, sell and use our products. We are striving to create a culture that helps unlock every employee's full potential by focusing on initiatives that equip our workforce to appreciate differences, investments to support the communities where we do business, and partnering with organizations that align with our DEI values.*1

Initiatives in AMIEO (Africa, Middle East, India, Europe, Oceania)

The AMIEO (Africa, Middle East, India, Europe, Oceania) region, established in April 2021, is a geographically wide and diverse region. We operate in 140 countries, which offers a tremendous opportunity to leverage the inherent diversity within the region. AMIEO is represented by an 11% female population across the business (both direct and indirect employees), with four females in key leadership roles.

Our mission to build a strong DEI culture both internally and externally is supported by four strategic pillars: establish accountability, foster an inclusive culture and workplace, communicate and celebrate, and governance. In early fiscal 2022, the AMIEO DEI Council was established under the leadership of Friederike Kienitz, regional senior vice president corporate affairs and sustainability. DEI committees were also created in each AMIEO entity to ensure that every employee feels secure, embraced and supported in bringing their true authentic selves to work.



Americas DEI Annual Report

Initiatives / Strategic Pillar	Details
Diverse pipeline	<ul style="list-style-type: none"> · Pipeline enhancement via graduate and mid-career hires. · Regular monitoring of gender and the cultural diversity of succession plans and promotions.
Local DEI committees	<ul style="list-style-type: none"> · Established DEI committees by each business entity headed by MDs to implement and promote the region's DEI strategy at the local workforce level, as well as establish locally relevant initiatives that are tailored to specific needs and interests. Each entity will also have a DEI custodian who will act as the bridge between the local and regional DEI councils.
Leadership forums	<ul style="list-style-type: none"> · Skip-level meetings and employee roundtables on sustainability and DEI topics were held with top executives throughout the year.
Talent development	<ul style="list-style-type: none"> · Diverse participant representation on regional talent development program's through to director level. · Launch of reverse mentoring program pilot with nine executives partnered with millennial employees to allow executives to gain a wider organizational and generational perspective and create safe spaces for candid feedback. · Mentoring program continues to flourish with talents to support with career development which 31% of mentees are female.
Learning	<ul style="list-style-type: none"> · DEI virtual instructor-led training launched in FY22. · Twelve female employees attended the Women's Automotive Winter Meet up, a virtual global event with speakers from across the automotive industry.
Coaching	<ul style="list-style-type: none"> · Development and launch of five coaching packages including; parental leave transition significant life changing events transition executive coaching for underrepresented groups, female executive presence 1:1 coaching and development of personal brand.
Internal awareness	<ul style="list-style-type: none"> · Establishment of a celebration calendar to bring awareness and educate our teams. In March 2023 we celebrated International Women's Day. · Three virtual workshops facilitated by an external expert on DEI with around 2,000 employees attending across the region. · Launch of Nissan's 'Got Talent' in fiscal 2022 where everyone is invited to show their personalities and individual expression to demonstrate and celebrate their achievements. · A number of local entity level initiatives established for different strands of DEI including male and women's health, fertility and retirement.
STEM*2	<ul style="list-style-type: none"> · Engaged more than 77,398 students in career development and engineering or STEM events*1. Female students accounted for approximately 49% of participants.
Local practices	<ul style="list-style-type: none"> · Nissan Central Europe (NCE) ensure new building and structures are accessible to all. · Nissan Motor Manufacturing (NMUK) provide lactation rooms for new mothers returning to work. · Nissan Motor Great Britain (NMGB) rewrites policies to become gender neutral and more inclusive where appropriate.

*1 Click here for more information on the initiatives in Americas. Link to Americas DEI Annual Report <https://www.nissanusa.com/content/dam/Nissan/us/responsibility/diversity/pdf/2022-Nissan-Group-of-the-Americas-DEI-Report.pdf>

*2 Click here for more information on the Nissan Skills Foundation. <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/CITIZENSHIP/DIVERSITY/>

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Initiatives in China (NCIC and Nissan China JVs)

In China, we are committed to creating a truly diverse, inclusive and equitable environment in which individuals can demonstrate their potential to the fullest.

DEI penetration

Various communication channels were established in China for DEI concept penetration.

- Regional DEI Council: DEI concept and strategy were cascaded and implemented in regional senior management through the China regional DEI council. Regional initiatives are monitored and regional issues are discussed as needed.
- Company DEI council: NCIC established a DEI council to cascade global and regional strategy and to gain each division heads' support on company initiatives. Regular DEI engagement toolkits were issued in the company.
- DEI e-Community set up in NCIC, which was a platform for employees to exchange viewpoints and to share good practices.
- A group of leaders in NCIC were interviewed and videoed to interpret what DEI is and how DEI enables the creation of a company where all employees can demonstrate their potential to the fullest.

Meanwhile, multiple learning resources were provided to ensure a better understanding of DEI.

- Unconscious bias e-learning was rolled out in NCIC and three joint venture companies with a 100% completion rate.
- Cross-culture training was conducted to inbound and outbound expatriates to facilitate a smooth landing.

Leadership development in DEI

Facilitate leaders to motivate and engage team members through workshops and trainings.

- DEI leadership training was held in Nov. 2022 for China region senior managers and higher level local leaders to deepen their understanding of DEI and assist mindset shifting. The concept was demonstrated in daily behavior and interactions to inspire team members and drive team performance.
- Intergeneration leadership workshops for NCIC and DNFL managers were held to enable leaders to foster more inclusive and empathetic perspective in young generations to enhance their motivation and engagement.
- Performance-feedback training for all people managers in NCIC to provide tools on how to effectively communicate with and provide feedback to team members with various workstyles, background, etc.
- Introduced the DEI concept in the Regional Leadership Program, which aims to empower talented employees in the China region.

Gender diversity

Special cubicle setup for new mothers, maternity / paternity leave implemented to support female employees. Also, mental health workshops were held on International Women's day.

Inclusive workstyle promotion

- A flexible working scheme has been implemented and optimized that allows employees more flexibility based upon their personal needs and supports coping with the pandemic situation.
- Employee Assistance Program (EAP) is a company resource that provides employee with support for mental health issues.

Young generation development

- We engage the young generation with exposure through our culture ambassadors' program, Cross Functional Team (CFT) projects and lunch meetings with the management team.
- Supporting their career development with an internal transfer policy and rotation programs.

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Initiatives in ASEAN

In ASEAN we are committed to creating and respecting the value of people through diversity, equity and inclusion. The key activities are as follows:

Women's Month and International Women's Day celebration

During Women's Month we embraced equity by raising awareness about what diversity, equity and inclusion mean for Nissan. This was done through leadership communication, motion graphics and promoting Nissan's new DEI policy. Employees were also invited to join a webinar on improving emotional quotient to enhance gender equality in the workplace.

Flexible workstyle

During and after the pandemic, we promote flexible and remote workstyles where applicable. To encourage flexibility and prioritize employees' well-being, we launched a hybrid work arrangement guideline called F.A.S.T. (flexible and safe teams).

Equal opportunities:

We provide equal opportunities to employees regardless of their background to drive their own careers. To encourage employees build their skills, we launched a learning for all program called Learners' Circle where employees are encouraged to take e-learning courses to be eligible to attend virtual webinars, facilitated by external speakers. Employees are also empowered to driver their careers by

taking charge of their career development and individual development plans. Managers are trained in a leaders forum on how to support their employees through career discussions.

Inclusion and safe mindset training:

We launched a training for key leaders on inclusion, allyship and team psychological safety as part of our efforts to transform corporate culture and build a better workplace.

In addition, unconscious bias e-learning was launched to indirect employees to develop knowledge and skills to work effectively across borders of culture, gender, generations and workstyles.

External recognition for DEI at Nissan

Both Nissan's DEI initiatives and focused emphasis on employee diversity have resulted in considerable external recognition.

Japan Kurumin certification

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. Nissan was the first transportation equipment company to be certified.



Eruboshi

The Ministry of Health, Labor and Welfare recognizes companies that successfully promote female participation in the workplace. We received the highest third-level Eruboshi accreditation in 2017.



PRIDE Index

This is an award that recognizes efforts to support LGBTQ+ employees. After becoming the first Japanese automotive company to receive the top gold rating in the PRIDE Index in 2017, we have received the gold rating for six consecutive years.



LinkedIn Talent Awards 2022 Diversity Champion finalist

NML was recognized as a finalist in the Diversity Champion category as one of the companies that actively released corporate/employee messages about DEI and inspired others. This is an award to recognize and celebrate companies that are paving the way for the future of work.



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Outside Japan*1

Region	Awarded company	Awarded year (in calendar year)	Title of the Award	Sponsor
Americas	Nissan Americas	2022	DEI Impact Award: Systemic Change – Organization	Center for Automotive Diversity, Inclusion & Advancement (CADIA)
		2022	Regional Corporate OEM Of The Year	Southern Region Minority Supplier Development Council (SRMSDC)
		2022	America's Top Corporations for Women's Business Enterprises: Resiliency Edition	Women's Business Enterprise National Council (WBENC)
		2022	Top Supplier Diversity	Black EOE Journal Hispanic Network Magazine Professional WOMAN's Magazine
	Nissan North America, Inc.	2022	GJCP Excellence in Diversity Award	Greater Jackson Chamber Partnership
		2022	Corporate Partner of the Year	Tennessee Latin Chamber of Commerce (TLACC)
	Nissan Canada Inc.	2022	Great Place to Work Canada (fourth consecutive year)	Great Place to Work Canada
	Nissan Mexicana, S.A. De C. V., NR Finance Mexico	2023	Best Places to Work LGBTQ+ Mexico (Third consecutive year for NR Finance Mexico, second consecutive year for Nissan Mexicana, S.A. De C. V.)	Human Rights Campaign Equidad MX
		2022	Top Company for Women	Top Companies – Expansion
	all Nissan South America countries, Argentina, Chile, Brazil and Peru	2022	Great Place to Work Latin America	Great Place to Work
Nissan South America	2022	Diversity and Intersectionality – LATAM Women's Network	Women in Management	
Nissan	2022	Corporate Sponsor of the Year	100 Black Men of Greater Dallas Fort Worth chapter	
AMIEO Africa/Middle East/India/ Europe /Oceania	Nissan Motor (GB) Ltd.	2022	Pride 365 Certified (second time)	InterPride(UK)
		2022	Valuable 500	Valuable 500
	Renault Nissan Technology Business Centre (RNTBCI)	2022	Top 100 Best Companies for Women in India	AVTAR Group & Seramont
		2022	100 Best – Hall of Fame (fifth time)	Best of Best Conference 2022 by Avtar and Seramont
China	Nissan (China) Investment Co., Ltd. (NCIC)	2022	2022 Best employer	Human Resources Association for Chinese & Foreign Enterprises
		2022	2022 The Most Attractive Employer (Top 100)	Shixiseng.com (Local job board for intern & campus recruiting) Shixiseng.com
		2022	1.Best CSR Strategy 2.Best CSR Brand (3rd time) 3.Public Recognition Award	CSR China Education Award,
		2022	Best Class Digital Learning Application	BOOAOO Award

*1 Click here for more information on other external recognition of our diversity, equity and inclusion initiatives to date. [>>>P161](#)

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Product safety and quality

Product safety and quality policies and philosophy

Product evaluations and automaker brand value are dependent on customer perception of quality. Rapid technical innovations are seeing customers demand ever-higher levels of quality.

As mobility needs rise worldwide, driven by increased urbanization and structural changes in the global economy, Nissan is fulfilling 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.

Nissan aims to earn its 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, logistics, and sales to aftersales service.

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.

Based on a customer-centric ethos, Nissan places the

highest priority on customer feedback and aims to enhance the quality of products and services that provide customers with a deep sense of satisfaction to ensure they choose Nissan vehicle over the long term through efforts focused on product, sales and service quality.

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 life cycle 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 when the vehicle is delivered to the customer; 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 and providing the quality they expect are both important issues. To achieve sustainable growth as a trustworthy company, Nissan has created organization to promote quality improvement globally, and all Nissan employees are engaging in activities as one. Clearly defined by an ISO9001-compliant quality management system, the persons in charge are assigned and the processes applied to a wide range of quality improvement activities on a global basis. A manual addressing all quality items is prepared and updated as necessary to ensure thorough quality management. Annual training on the guidelines for establishing and implementing a quality management system is also conducted. This training is mandatory for all employees.

24 out of 24 vehicle production bases*1, including consolidated and non-consolidated sites, have acquired ISO9001 certification.

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.

*1 Excluding non-consolidated OEM plants

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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.

Product safety and quality achievements

Reflecting customer feedback in activities to enhance quality

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 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 200,000 comments and questions from customers annually. To respond rapidly to customer feedback, we are utilizing digitized catalogs and technical materials from the past 50 years and a frequently asked question (FAQ) search system. A portion of this FAQ is made available to customers so they can solve problems themselves, saving them the trouble of making inquiries.

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. Having installed the "Quality Listening Box" on our intranet, we are utilizing employee feedback in promoting activities designed 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 lead customers to feel dissatisfied.

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 (COE) performs this role, participating in the vehicle manufacturing process from the product planning stage in order to reduce customer dissatisfaction and 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.

Adopting a customer perspective

We believe all employees must have a customer-centric perspective and are implementing a variety of activities, including companywide training to foster this mindset and efforts to provide opportunities to experience customer feedback on a daily basis.

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.

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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 to raise all employees' focus on customers and the importance of quality and to help them think and act from the customer's perspective. They are held globally in Japan, North America, Europe, China, Southeast Asia, and other regions.

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, which has played a key role in *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. In addition, we are improving product quality to satisfy as many customers as possible by reliably identifying customer dissatisfaction and implementing countermeasure activities in all processes to eliminate any issues.

Approaches in development and at manufacturing plants

Improving perceived quality and developing vehicles with valued designs

Perceived quality is the quality felt when seeing, touching, and operating a vehicle. The perception of quality is a particularly subjective matter, and applying objective criteria requires thorough studies. We conduct consumer research 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 communicate the voice of customers around the world and support us

to develop attractive stylish vehicles that are valued by our customers.

Producing products of consistent quality worldwide

At Nissan, we will continue to produce products of a quality that exceeds our customers' expectations. At the Tochigi Plant, we launched the Nissan Intelligent Factory to meet environmental considerations, such as carbon neutrality and the effective use of resources, and to meet the needs for electrified, intelligent cars, and are realizing *monozukuri* that places less of a burden on our employees. The Intelligent Factory will be deployed horizontally to global plants in the years to come.

Including these activities, Nissan will deploy quality initiatives in four areas, make comprehensive efforts from the development stage of new vehicle offerings to the pipeline that delivers vehicles to customers, and stably supply high-quality products.

Four areas in Nissan production/Supply Chain Management (SCM)

New model quality initiatives	At the digital stage of a new model, we will simulate a virtual factory, utilize simulation and virtual reality, and collaborate with design departments to create vehicle designs in digital form. The Global Production Engineering Center is also making efforts to realize high-quality vehicle production from the outset at all plants worldwide through the verification of the structural construction method of prototype vehicles.
Power Train quality initiatives	To complete quality manufacturing in each process, we set Quality Gates for each process, establish non-defective product conditions, and carry out activities designed to deliver non-defective products to the next process. We will also reflect the opinions of our customers in product and process designs, work to further improve the quality of new products, and contribute to the realization of stable quality.
Production vehicle quality initiatives	Having developed highly reliable forming and joining techniques and tools that can reliably comply with quality requirements, we are improving the Built in Quality of each process. In addition, to leverage the Global Training Center and to devise ways to stabilize the quality brought about by manual labor, we are promoting the global development of advanced skills through the Master Trainer training program, and aiming to realize stable quality at all global plants.
Logistics quality initiatives	In the transport process that delivers completed vehicles to customers, we utilize the same global evaluation index to rate the quality of the accessory installation work and logistics transport operations. Through benchmarks at each site, we are promoting further improvements, maintaining factory shipping quality, and promoting the provision of high-quality vehicles to our customers.

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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*¹ 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 CQE, who envisages different use scenarios for Nissan vehicles and carries out stringent quality checks accordingly.

Activities to improve market quality

Swiftly improving quality in local markets

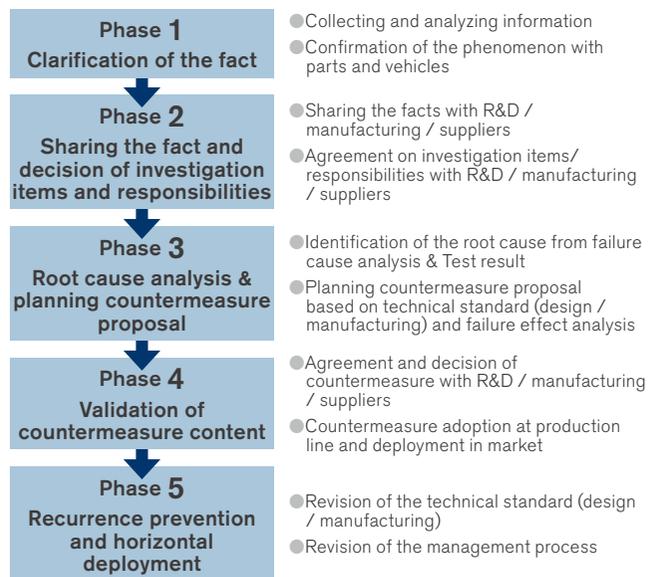
We are strengthening direct communication with sales companies and customers to promptly identify and respond to customer dissatisfaction and defects. Our Total Customer Satisfaction Function Division (TCSX) addresses customer dissatisfaction and quality issues based on information from sales companies 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 (FQCs) with the goal of promptly gaining an understanding of regional quality issues and analyzing their causes locally. There are now 15 FQCs in Japan, the U.S., Europe, China, Mexico, Brazil, South Africa, India, Australia, Thailand, and other locations.

Our FQCs conduct market quality research and analysis in five phases.

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



Improving initial quality

We are strengthening our efforts to deliver high-quality new vehicles to our customers.

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

So that our customers are able to continue enjoy driving in our vehicles for many years, we are promoting efforts to address the deterioration caused over time by long-term vehicle use, such as the discoloration or deformation of resin, abrading of the surface materials, stripping away of chrome plating, and abnormal noises due to material fatigue. 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.

Fair and prompt response to material quality issues

While we consider it our responsibility to do our best to prevent product defects from occurring, it is also our duty to be prepared for any contingency in the manufacture of cars, which are complex industrial products. Nissan's basic stance on recalls is to respond in a transparent, fair, and prompt manner. It is our policy that decisions on recalls should be

*1 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.

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made from the perspective of compliance with laws and regulations, as well as from the perspective of how the issue affects customer safety. Specifically, Nissan makes decisions on recalls with the highest priority on ensuring customer safety, minimizing customer inconvenience, and complying with laws and regulations. When the recall decision is made, Nissan encourages customers to receive prompt repair information and visit repair facilities.

If a problem is found in a vehicle manufactured or sold by Nissan, a recall decision is made in accordance with internal regulations together with representatives from the region closest to the customer.

After a recall decision is made, the following measures will be implemented to enable prompt repairs with top priority given to customer safety and security.

- Notification will be sent in a prompt and fair manner by postal mail to customers who own vehicles covered by the recall. Dealers will also contact customers, if necessary.
- Recall notifications will be posted on the website and on the mass media to inform the customer.
- We also make the required reports, including notifications to the authorities in accordance with the laws and regulations of each country.

Recalls in FY2022*1

Country / Region	Number of recalls	Recalled vehicles (1,000 units)
Japan	14	781
North America	22	2,439
Europe	2	0
Other	21	278
Global	46*1	3,490

Approaches with suppliers

Nissan is working with suppliers to improve the quality of parts from the design stage at all production sites, including addressing risks related to parts quality and supply.

Promoting risk evaluation and reduction management among suppliers

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 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 mass production. We have created a system called Alliance New Product Quality Procedure (ANPQP)*2 for regulating the necessary quality assurance across this entire series of activities. The ANPQP requires tests to be carried out on every component delivered to confirm their high quality. We developed the Alliance Supplier Evaluation Standard (ASES)*2 system.

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. We also ensure that all parts are material certified through a quality control system that coordinates with suppliers, both in the manufacturing process as well as for component materials. All suppliers are trained in ANPQP, which is then rolled out and implemented by suppliers to ensure that accurate parts are delivered.

For all Nissan suppliers, we are implementing a "Supplier Score Card" containing an assessment of diagnostic measurements such as delivered quality and market quality as well as the Supplier Health Check (SHC)*2 supplier audit 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 Each recall action is counted as one case, so the total number of recalls in each country and region is not equal to the global number of recalls. We respond to all safety-related investigation requests from authorities in each country.

*2 Click here for more information on ANPQP, ASES, and SHC. <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/QUALITY/PRODUCTS/ASSURANCE/>

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Improving sales and service quality

Nissan continues to improve not only vehicle quality but also quality of services at Nissan dealerships seeking to exceed customer expectations at all touch points. Certainly, it's not an easy task as customer expectations are constantly evolving. However, at Nissan we have a clear plan on how to manage it. Operational excellence will be continuously focused to address the basics of customer satisfaction. Additionally, we strive to provide our customers with an enriched dealership experience that is seamless and personalized, through innovative management of sales and service quality at dealerships around the world.

Global dealership guideline updates

Several examples out of many are explained below to showcase how Nissan exerts its efforts to exceed customer expectations.

First, Nissan Sales and Service Way (NSSW) is a set of global process guidelines aiming at constantly improving customer experiences especially during his/her vehicle purchasing and servicing process, which involves any dealership interactions. We regularly revise these guidelines to reflect the evolution of customer trends and needs, and ultimately offer a better experience at all touch points whether it is physical or digital, or both.

Nissan Academy, our Learning and Development team for dealers, creates and conducts various training programs to support dealer personnel from dealership staff to management, to better serve our customers now and in the future. We have created a diverse set of programs including brand, product, and behavior trainings.

To enhance our activities at the dealership, we also continue training our field team members, who support our dealer partners to be successfully sustainable by analyzing dealer operations, developing improvement plans based on their individual situations, and supporting their implementation. Nissan Retail Concept (NRC) is a new dealership layout and design that has been rolled out globally with an intention to appeal to all customers. Customers that come for purchasing new vehicles or the ones coming to service their cars can be hosted in a welcoming and comfortable environment. The key elements of the brand such as Nissan Intelligent Mobility,*1 Electrified vehicles, NISMO performance sub-brand, light commercial vehicles, Nissan Intelligent Choice (Certified Pre-Owned vehicle program) are all showcased in the NRC environment. We continuously develop this concept around the world.

Quick Voice of Customer (QVOC) to reflect customer voice

Focusing on the voice of each individual customer and quick problem resolution, we implemented QVOC. It is not a survey but rather a powerful tool to capture customer's feedback with simple questions and free comment. In case a customer shows any concern, QVOC provides the Dealer / Nissan a hot alert and allows the Dealer to quickly resolve the specific customer's concern and thereby increases customer promotion for Nissan. It is still one of our important focus initiatives to consistently improve customer satisfaction. At Nissan, we are always thinking of the customer and QVOC is just one of the tools that we use to provide customers unparalleled customer experience.



New logo Nissan dealer outlet

*1 Click here for more information on Nissan Intelligent Mobility. <https://www.nissanusa.com/experience-nissan/intelligent-mobility.html>

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Supply chain management

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.

Nissan's business and supply chain expand across the globe. We share Nissan's vision and policies with business partners, with whom we strategically collaborate to achieve our goals through the promotion of consistent procurement activities on a global scale.

We aim to achieve sustainable growth built on a foundation of mutual trust with our 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.

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. Its name was changed to the Alliance Supply Chain Management 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 Purchasing Way*¹, 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.

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



*1 Click here for more information on The Renault-Nissan Purchasing Way. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/ Renault_Nissan_Purchasing_Way_English.pdf

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Supply chain management policies and philosophy

Initiatives with suppliers

To build a sustainable supply chain, Nissan is committed to conducting business in an ethically, socially, and environmentally responsible manner at every stage of its global supply chain.

In addition to the values the Alliance should respect as set forth in The Renault-Nissan Purchasing Way (2006)*1, which is the procurement policy of the Alliance, Nissan aims to build a sustainable supply chain and realize responsible procurement of all parts and raw materials. To this end, Nissan established the Nissan Green Purchasing Guidelines (2008)*2, the Renault-Nissan CSR Guidelines for Suppliers (first published in 2010, revised in 2015)*3, and Supplementary Handbook for Nissan Suppliers (2022)*4 defining the initiatives expected of suppliers. We request our suppliers and their business partners be aware of, manage, and practice these policies.

The Renault-Nissan CSR Guidelines for Suppliers (revised in 2015) explain expected initiatives in 26 categories across five areas with the aim of encouraging suppliers to review their corporate activities from a sustainability perspective and implement CSR initiatives. (Refer to the table in right) We require suppliers to undergo assessments by third-party organizations and provide a written commitment ensuring that suppliers and their business partners will maintain the same levels of management. Further, if suppliers are found to be in a state of non-compliance, the guidelines prescribe required responses, such as filing a report immediately,

investigating, and formulating corrective measures. In the case of a noncompliance incident, we will take firm action based on our regulations and do everything necessary to prevent a recurrence.

The "Renault-Nissan CSR Guidelines for Suppliers" Supplementary Handbook for Nissan Suppliers (2022) is aimed at promoting an understanding and further clarifying important issues that must be taken into consideration and addressed regarding compliance and social issues represented by human rights and labor.

When issuing each policy, we distributed booklets that were explained at supplier meetings to ensure that suppliers and business partners were fully aware of these policies. In

addition to Japanese and English language booklets, we also publish Chinese language versions as appropriate. Additionally, in Japan, we have provided opportunities with a series of dialogues to deepen mutual understanding on the importance of activities and the future direction regarding human rights. We plan to establish an whistleblowing system for suppliers to report human rights violations by Nissan and its employees during fiscal 2023 to further promote respect for human rights throughout the supply chain.

In fiscal 2022, no human rights violations, such as discrimination, occurred, and no supplier was found to be at serious risk of forced labor or child labor.

Supply chain management policies and philosophy



*1 Click here for more information on The Renault-Nissan Purchasing Way (PDF). https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Renault_Nissan_Purchasing_Way_English.pdf

*2 Click here for more information on collaborations with suppliers within "Strengthening Our Business Foundations to Address Environmental Issues." >>> P064

*3 Click here for more information on "the Renault-Nissan CSR Guidelines for Suppliers": <https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS2015/>

*4 Click here for more information on the "Renault-Nissan CSR Guidelines for Suppliers" Supplementary Handbook for Nissan Suppliers. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS_SH/index.html

*5 Click here for more information on Nissan human rights policies and initiatives. >>> P068

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Supply chain management

Evaluation, monitoring, and auditing of suppliers' sustainability practices

Nissan has been confirming suppliers' commitment 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 2022, 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 requested to draw up plans for improvement. We then monitor their implementation. We held a seminar for suppliers, where a rating organization spoke to them directly how to answer assessment questions and formulate improvement plans. By now, more than 90% 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. In addition, Nissan requires all employees to attend e-Learning courses on the Subcontractors Act*1 and the Anti-Monopoly Act*2 as mandatory training every year in order to maintain fair and impartial relationships with suppliers.

If there are issues with the supply of parts and materials, they may lead to problems not only for Nissan's production but also the 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, management, sustainability, and risk (QCDDMSR) 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 2022, there were no suppliers whose compliance was problematic, and no supplier contract was terminated for such a reason.*3

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 proactively promote the TdC Challenge and improve both quality and supply.



*1 Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors

*2 Act on Prohibition of Private Monopolization and Maintenance of Fair Trade

*3 Click here for more information on the detail of Nissan Human Rights management and its structure. >>> P070

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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.

The purpose of this awards program is to ensure that Nissan's concept of balanced management in terms of social and environmental*¹ considerations as well as quality*², cost reduction, technological development, and other economic activities, permeates the entire supply chain on a global level. 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 2022, five companies received Global Quality Awards, while Global Innovation Awards went to 13 projects and 15 companies.

*1 Click here for more information on collaborations with suppliers within "Strengthening Our Business Foundations to Address Environmental Issues." [>>> P095](#)

*2 Click here for more information on initiatives with suppliers within "Product Safety and Quality." [>>> P064](#)

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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 Statement*¹ 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 requests that suppliers ensure similar controls.

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.

Responsible minerals sourcing management

Referring to the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict and High-Risk Areas, Nissan carries out due diligence on high-risk minerals sourced from conflict and high-risk areas, including 3TGs (tin, tungsten, tantalum, and gold) and cobalt. Since 2021, the Renault-Nissan-Mitsubishi Alliance has joined the RMI*² to assess risks together with suppliers and further strengthen activities to correct problems when they are identified.

With regard to 3TGs, 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 CMRT (Conflict Mineral Reporting Template) 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 2022 we conducted surveys in nine markets Japan, the U.S., Mexico, Europe, China, Thailand, 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 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.

We are aware that cobalt poses geopolitical risks, environmental damage and human rights issues during mining. We have conducted interviews with lithium-ion battery suppliers, from the viewpoint of cobalt content, and since 2018, we have been working to identify supply chains and smelters and refiners. The results are disclosed annually in our "Actions for minerals sourcing" report.*³

The head of the Purchasing Department is responsible for conducting supply chain due diligence with the cooperation of the R&D Division, Sustainability Development Department, and other related divisions, and reports the results to the Global Sustainability Steering Committee. The results are also appropriately reported to the Executive Committee (EC), Nissan's highest decision-making body, for use in determining future initiatives.

*1 Click here for more information on the Global Minerals Sourcing Policy Statement. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Minerals_Sourcing_Policy_e.pdf

*2 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.

*3 Click here for more information on our Actions for minerals sourcing. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Minerals_e.pdf

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Human resource development

Human resource development policies and philosophy

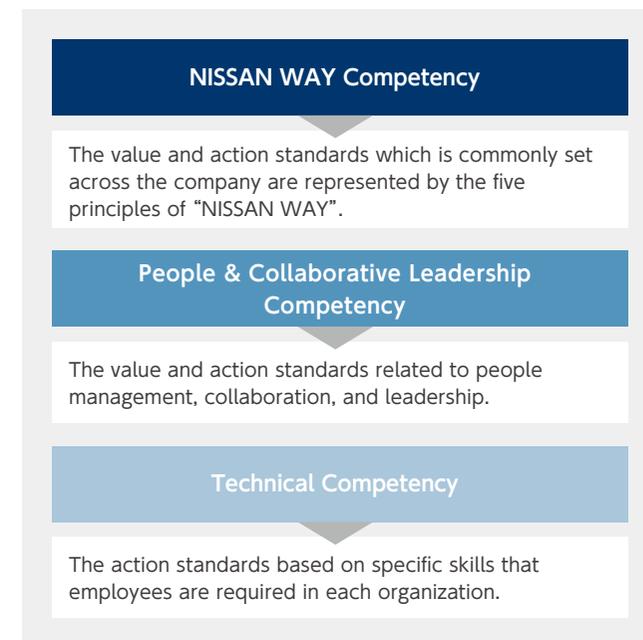
We value a self-directed stance toward learning by employees, and are working to foster a corporate culture in which they can demonstrate their abilities and potential and in which both the company and employees can continue to grow together, as well as to develop human resources. We encourage employees to take ownership of their own careers and promote skill development. We also promote active collaboration and teamwork with others, in addition to the development of team members by their supervisors in their respective workplaces. Specifically, the five values of the NISSAN WAY which evolved in fiscal 2020 as a symbol of the new Nissan, and the appraisal system, which emphasizes the development of human resources and promotion of collaboration, was revised in fiscal 2020 to ensure sustainable growth and development of the organization and human resources. In addition, to provide employees with effective learning opportunities even in remote work environments, we provide over 20,000 types of e-learning content on a global basis and are also promoting the expansion of digital learning infrastructure by preparing an environment so that employees can take courses on their own mobile devices.

Human resource development management

Continually improving human resource systems

Nissan is working constantly to improve its human resource systems to achieve growth for its people and organization over the medium to long term. We updated these systems in fiscal 2020 and established three pillars of appraisal, namely appraisal metrics based on the evolved NISSAN WAY, People & Collaborative Leadership (metrics for leadership skills such as employee development and collaboration), and expertise required in each area.

Based on these systems, we have introduced "Competency Appraisal," which captures behavioral attributes based on each employee's skills and knowledge, and "Performance Appraisal," which reviews their results to determine how well tasks were accomplished. In the "Competency Appraisal," the degree of contribution the employee has made to the company is appropriately assessed to determine wages or annual compensation. In the "Performance Appraisal," results are linked to compensation in the form of bonuses or variable compensation (VC)*1. In addition, the company offers an employee stock ownership plan as part of its fringe benefits.



*1 Incentive compensation that fluctuates.

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Support for self-designed careers

At Nissan, all employees have an opportunity three times a year to discuss their own careers with their supervisors to support their career designs. Together with "Performance Appraisal" and "Competency Appraisal," employees and their supervisors reach a consensus through dialogue. Aiming to enhance measures for career development as well as growth in their dialogues, training programs are provided to improve supervisors' skills.

In addition, guides and e-learning are available for employees to voluntarily consider their own careers. We use dedicated tools for evaluation to keep track of evaluation records so that even a newly instated supervisor can immediately confirm employees' growth progress, which makes it possible to maintain consistency within the human resource development. We conduct surveys to gain employee input regarding the evaluation dialogues and to learn their level of understanding and satisfaction with the system. Based on the results, we implement necessary measures and make improvements. We monitor employee satisfaction regarding the dialogues with their supervisors, and there has been an improvement in employee understanding and acceptance of the evaluation system.

Employees in Japan have a chance to take on the challenge of a new position through the Shift Career System (SCS) and the Open Entry System (OES).

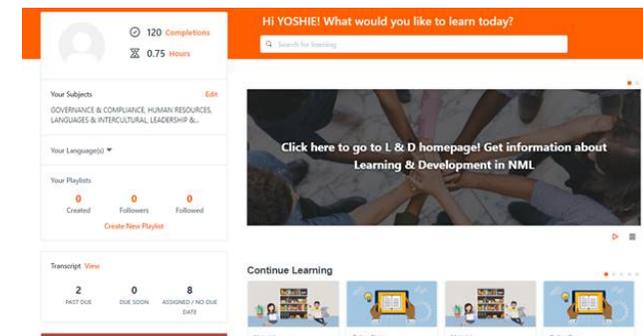
The SCS enables employees to apply for positions in other departments or areas in which they are motivated to work in, regardless of whether there is a position immediately available. The OES allows them to apply for all openly publicized positions. During fiscal 2022, a total of 301 employees applied for approximately 520 open posts, and 186 of them succeeded in getting the positions they applied for.

Support for the engagement of senior human resources

Following the principles of diversity, equity, and inclusion, Nissan introduced the "Senior Partner System" in April 2013 as a career stage for senior employees with a high level of expertise and experience, enabling them to continue working regardless of their age. This system is designed to establish a flexible work style that balances the diverse needs of employees regarding their second careers with the needs of the company and provides employment opportunities after retirement at age 60 up to age 65. The number of senior partners has grown from over 200 when the program began to over 2,700 as of the end of 2022, and these partners are active in a variety of occupations and positions.

In April 2023, Nissan revamped its framework of compensation and periodic interviews and related matters. It has built an environment in which employees are highly motivated to do their work and foster their successors as a member of the organization by posting expectations more in line with each individual's duties and providing compensation in accordance with the level of their contribution. At the same time, the company introduced a system that allows senior partners who meet certain criteria to continue to be active beyond age 65 until age 70, thereby broadening the range of life plan options for senior employees.

Offering learning opportunities



Based on our firm belief that employees are our most important asset and that nurturing them is critical, we support them by providing a large number of learning opportunities. We have developed various programs to help employees improve their management and business skills, and to develop leadership skills. In these ways, employees are encouraged to enhance their skills, their knowledge, and their mindset in order to realize their career visions. Specifically, in addition to mandatory trainings for each career stage, we implement elective trainings which allow employees to choose what they want to learn. We also expand global common e-learning content to encourage self-learning. With these measures, we strive to foster a corporate culture of continuous learning and development. In response to changing times, we are actively shifting from face-to-face training conducted in groups to online training to build an effective learning environment that enables each individual to learn using their mobile devices under remote working conditions.

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Nissan Learning Center

In the automobile industry, in which technological innovation is rapidly advancing, in order to maintain and develop Japanese manufacturing that leads global competition, talents are required who not only understand advanced vehicle manufacturing and technology but also have management skills and maturity. We founded Nissan Learning Center with the aim of continuously 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.

Nissan Learning Center consists of three organizations: Nissan Technical College, Genba Kanri (shop-floor management) School, and Engineering School. It offers a variety of programs aimed at developing engineers and technicians who carry forward the "Nissan DNA" and achieve continuous success through the implementation of the evolved NISSAN WAY.

In addition, Nissan Learning Center is responding to remote working by offering online technology training including AI and IoT for approximately 10,000 employees.

Nissan Software Training Center (STC)

In 2017, we established the Nissan Software Training Center (STC) within our Nissan Advanced Technology Center (NATC) and have been working on training engineers to develop skills for both cars and software development.

As software holds the key to our competitiveness in an age where CASE is progressively expanding, we continue to develop talent who are well-adapted to digitalization through our STC programs in which we offer necessary knowledge and skills.

To date, a total of 479 employees have graduated the program (completed reskilling) over a period of 15 semesters since the center's establishment in 2017.

Engineering and technical skill training 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.

Training for engineers

Since 2012, we have implemented the Global Training Program (GTP), a common global basic training program for engineers at R&D sites worldwide.

Furthermore, in recent years, we have moved forward with plans for more advanced and specialized training, including training in the areas of electric vehicles, autonomous driving technologies and connected car services, in order to develop talent that can lead R&D related to autonomous vehicles and connected cars.

Training for technicians

In order to improve the day-to-day management skills of foremen and general foremen 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 management at the global level. We have further emphasized strengthening human resource management within the organization by introducing values of the evolved NISSAN WAY and People & Collaborative Leadership into the appraisal system. In the introduction of the new system, corporate officers and general managers themselves acted with strong leadership, holding dialogues and workshops to promote understanding in their respective departments and to communicate the will to change. In fiscal 2021 and afterwards, we include the contents related to expected roles in companywide trainings by job level (for new employees, for newly promoted managers, etc.), and continue to promote understanding of the new appraisal system and encourage employees to take expected actions. In addition, we have revised the existing training program structure in line with the new NISSAN WAY and People & Collaborative Leadership, creating an environment where employees can take training that strengthens relevant skills and leadership.

From 2023, we will introduce a common global framework called Nissan Charge to increase opportunities for learning and growth and improve the quality of management for all employees.

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Training future leaders

To continually foster future leaders and specialists who will lead the company, we take a strategic and systematic approach to training, job rotations, and recruitment. Specifically, we identify future business leader candidates at an early stage and implement various training programs by clarifying their strengths and development areas according to their growth stage, including young employees, middle managers, and corporate officers. Staff rotations beyond divisions and regions are strategically and systematically implemented to give candidates for future leaders opportunities to work in management posts or global functions so that they can acquire the experience needed to become a management member or a leader. Furthermore, we are in the midst of a period of transformation from the era of owning a car to the era of creating new mobility services, such as electrification, autonomous driving, car sharing, and connectivity with the internet. We are therefore working to develop leaders who can lead new businesses beyond the boundaries of the conventional automobile business. Furthermore, to cultivate a pipeline of future leader candidates, we provide the "Global Challenge Program," in which younger employees travel to Nissan's overseas sites for extended periods to work with local teams to solve problems. We also offer the "Venture Challenge Program," in which they learn work processes and know-how through operations at startup companies in Japan. Candidates are encouraged to apply for both programs through self-nomination from the viewpoint of supporting employees who take initiative.

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. To effectively operate these talent management schemes, meetings dedicated to human resources are regularly held with corporate officers. There, talents are identified, then development plans and succession plans are created. In addition, corporate officers have opportunities for direct dialogue with future leader candidates and actively participate in discussions on human resource development measures across divisions and regions. These strategic human resource management systems are also being actively discussed at the regional and departmental levels, with human resources and systems coordinated across regions under a common global framework.

Company-wide training system

Compulsory training

New general manager training	Customer First
New manager training	Orientation
	Personnel Evaluation
	Advanced Management
	Diversity Management/Cultural Inclusion
	Diversity Management / Inclusion
New assistant manager training	Harassment Prevention
	Customer First
	Role / Evaluation System / Management Basics
Leader training	Customer First
	Role
3rd year employee training	Career
New graduate induction training	Onboarding Training
Training for mid-career hires	Onboarding Training /e-Learning

Elective training *1

	General employees		Management-level employees	
	Leader	Assistant manager	Manager	General manager
Face-to-face/Online			Quality Management	
		Team Leadership		
		Building a Culture of Trust		
		Advanced Coaching for Managers		
	Coaching Training			
	Project Management			
			V-Expert Training *2	
			V-Pilot Training *2	
			i-Pilot Training *2	
		V-FAST Facilitator Training *2		

*1 In addition, we have prepared more than 100 in-person and e-learning courses for specialized knowledge and skill development.

*2 Training on "V-up" Program, the problem-solving program developed by Nissan.

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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 such as purchasing and accounting. In fiscal 2023, the system's 18th year, 46 Expert Leaders and one Fellow are playing an active role in a total of 80 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 expertise in seminars and training courses.

Human resource development achievements

Training program achievements at Nissan Motor Co., Ltd.

Performance indicators for training programs	FY2020	FY2021	FY2022
Number of learners	304,225	395,448	519,905
Total hours of training	250,251	328,783	392,294
Average hours per learner	11.1	14.3	16.5
Learner satisfaction (out of 5.0)	over 4.2	over 4.2	over 4.2
Investment per employee (¥)	64,000	67,000	75,000

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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.*1

Management that respects the rights of workers

Under the "Value Diversity and Provide Equal Opportunity" code within the Global Code of Conduct,*2 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.*3 We also work to ensure that all employees, regardless of gender (male, female, other), can work in an environment free from sexual and other forms of harassment. As a specific measure to achieve this goal, we have introduced mandatory e-learning programs on human rights and compliance with the aim of advancing employees' awareness of such issues.*4 In addition, we have implemented a system called SpeakUp,*5 which enables internal reporting of any suspected breaches of all internal policies, including the Global Code of Conduct.

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",*6 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.

*1 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 >>> P068
 *2 Click here for more information on the Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf
 *3 Click here for more information on our human rights initiatives. >>> P071
 *4 Click here for more information on business ethics: management. >>> P136
 *5 Click here for more information on the globally integrated reporting system. >>> P136
 *6 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

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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.*1

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 2022, a human rights assessment was conducted at Nissan (China) Investment Co., Ltd., starting with a self-assessment questionnaire followed by performing a more in-depth assessment with the cooperation of a third-party organization. The assessment did not suggest any inconsistencies with local laws and identified potential areas the assessed entity could consider revising.

The assessment details are being scrutinized internally, and we proceeded to propose and implement a response.*2

Labor practices Employee engagement

Global employee survey

Nissan aims to create an inclusive organization in which each of its diverse talent can demonstrate their abilities and grow over the medium to long term. Toward this end, we have conducted a Global Employee Survey annually since 2005 and actively utilized employee feedback gained through the survey.

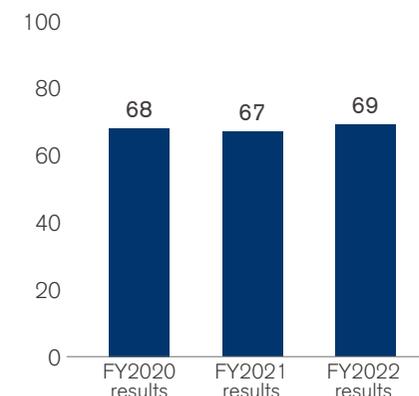
In addition to continuously setting “Employee Engagement and Satisfaction”*3 as a key performance indicator of the company, the results of a recent global employee survey identified five priority areas*4 including “Enablement”*5 impacting the company as a whole. We are seriously taking improvement actions for corporate culture transformation under the direct ownership of top management aiming to exceed the global benchmarking scores as a medium-to long-term goal. These key indicators are also set as one of the evaluation metrics in determining annual bonuses for executives and managers.

Survey results are shared on an internal portal used by all employees. Each function and region then closely examine the results and works on their own improvement actions. In recent years, we are seriously taking improvement actions for the speed of decision making and psychological safety. We regularly review the status of implementation for the actions to continuously enhance employee engagement.

Based on the results of these actions, the Global Employee Survey*6 conducted in February 2023 showed a two-point year-on-year improvement in the “Employee Engagement and

Satisfaction” score, which is used as an indicator. Scores also improved steadily in all five priority areas.

Employee engagement satisfaction score



*Score for the entire Nissan Group, including affiliated companies

*1 Click here for more information on “Happy 8” workstyle reform. >>> P086

*2 Click here for more information on human rights due diligence / assessments conducted in fiscal 2022. >>> P071

*3 “Employee Engagement and Satisfaction” consists of two parameters: “Satisfaction with working at Nissan” and “I can recommend Nissan as a great place to work.”

*4 Five priority areas: Enablement; Corporate ethics; Leadership; Corporate culture; and Diversity, equity, and inclusion.

*5 Enablement: Environment that supports employee motivation, ease of working to express their full capabilities.

*6 Approximately 97,000 people responded globally. (90% participation rate)

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Labor practices Dialogue with employees

Policies and philosophy on dialogue with employees

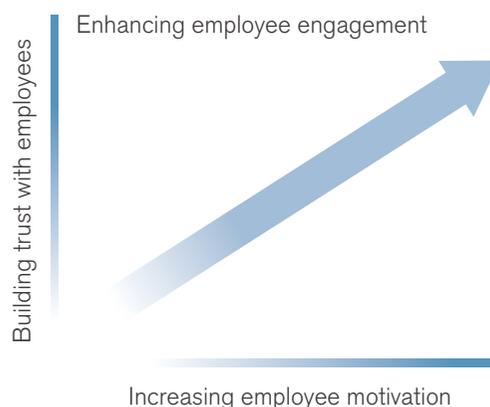
For a company to continue offering new value in the face of rapid changes in the social and business climate, it is essential for its employees to embrace the company's corporate purpose as well as its mission and consciously work toward realizing them.

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.



Management of dialogue with employees

Nissan is 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.

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Achievements in dialogue with employees

Strengthening communication to build trust and increase motivation

We are currently working to achieve the objectives of the Nissan NEXT*1 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.

Enhancing communication channels

We punctually provide our employees with information on business results including financial announcements. To encourage employee engagement and motivation, swift communication of information regarding the company's products, services, and technologies such as electrification and vehicle intelligence is provided, which enables employees to deepen their understanding of these important initiatives.

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 a 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 general 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 activities and learn to convey product features and attractiveness to their friends and families more effectively. We also hold seminars for employees on a variety of topics, including advanced technology, which is a pillar of Ambition 2030, and diversity, which is one of Nissan's strengths. These events not only promote employee understanding of these topics but also foster their confidence in the future of Nissan. They have been highly effective in developing "ambassadors" for Nissan.



Tech seminar



DEI Fireside chat

Since we introduced a corporate intranet system accessible by all employees globally called WIN (Workforce Integration @ Nissan), it has been 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 2022, to further promote communication between employees and management, we launched "Your Voice," a suggestion box to collect employees' matters of interests. We also provide the "Executive Dialogue" series, in which executives in charge answer questions and listen to comments from employees gathered through "Your Voice" and other channels. Furthermore, "Executive Personality Piece" is an ongoing series on our website, which focuses on the personal side of our executives.

The Global Internal Communications Department will continue listening to employee opinions with the aim of further improving intranet (WIN) quality.



Executive Dialogue



Executive Personality Piece

*1 Click here for more information on Nissan NEXT. <https://www.nissan-global.com/EN/COMPANY/PLAN/NEXT/>

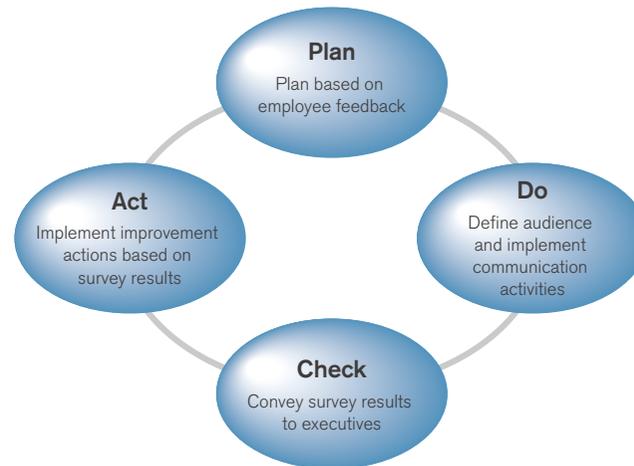
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Nissan is issuing Engagement Kits summarizing its global operations, business performance and major achievements, and corporate direction. These kits are distributed to general managers every month and are used as communication tools for information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

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.



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Employees' health and safety

Employees' health and safety policies and philosophy

To demonstrate that occupational health and safety are the top priorities in Nissan business activities regardless of country, region, or division, as well as cultivate a corporate culture that respects human health and safety in all aspects of business, we established the Global Policy on Occupational Health and Safety.

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.

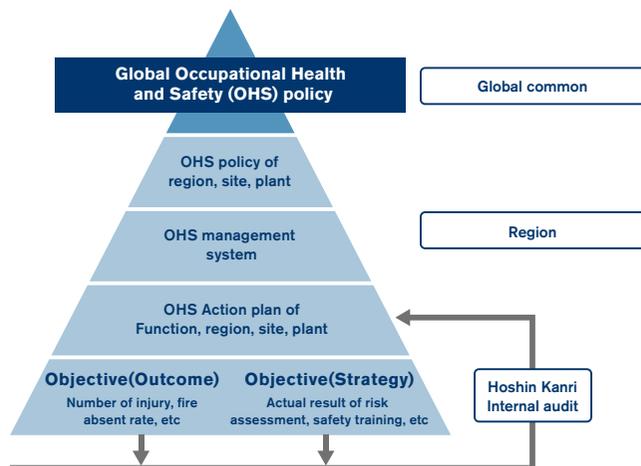
The company continuously and aggressively strives toward realizing zero-accidents, zero-illness, and vigorous workplace safety by optimizing the working environment and business processes and promoting individual physical and mental health."

Nissan also stipulates the following specific policies as the main items in eight areas, as well as the roles and responsibilities of all officers and employees regarding health and safety.

1. Compliance
2. Health and safety activity planning and monitoring
3. Preliminary health and safety evaluations when planning equipment and operations
4. On-site partner company management
5. Health and safety education, work guidance
6. Accident reports and similar accident prevention

7. Health promotion
 8. Infectious disease control
- At bases in Japan and overseas, Nissan uniformly implements management with regard to workplace environment health and safety based on the Global Policy on Occupational Health and Safety. Nissan places great importance on occupational health and safety promotion in the collective agreements concluded with labor unions and promotes various health and safety practices in the workplace.

Positioning of the Global Occupational Health and Safety Policy



Employees' health and safety management

In Japan, we hold a Central Health and Safety 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 Health and Safety Committee at each facility meets each month, and these meetings are attended by labor union representatives. A health and safety 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 cycle. Twice a year, remote meetings with all global Nissan facilities are held to share information and discuss key issues. Regional managers for employee health and safety also meet every other year for a Global Safety Meeting.*1

Many facilities both in Japan and globally have introduced occupational health and safety management systems including the ISO 45001*2. These efforts create a strong structure for ensuring the implementation of employee health and safety activities.

Such management systems cover all workers in the workplace. In addition, our Japan offices have been conducting management system evaluations for some

*1 In fiscal 2020, fiscal 2021, and fiscal 2022, the group meeting was suspended to prevent the spread of COVID-19 infection.

*2 ISO 45001: An international standard for occupational health and safety management systems.

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time. For our overseas offices, we conducted voluntary assessments at each office in fiscal 2022, and plan to do so through our Global Headquarters from fiscal 2023. All Nissan Group employees globally are subject to NS4*1, and all workers, including those from other companies on site, are subject to the serious accident count (GUR) to monitor workplace conditions.

Employees' health and safety achievements

Employee safety initiatives

Global standardization of occupational safety standards

Nissan has introduced its own safety and fire risk management diagnostic method to proactively identify potential occupational accident risks in the workplace and is taking measures to address them.

Creating safe workplaces

Two tools developed internally by Nissan to identify the risks associated with work accidents at all sites in Japan and overseas are the Safety Evaluation System (SES), and to identify the risks of fire accidents, the Fire-Prevention Evaluation System (F-PES). They call for workplace patrols in accordance with established evaluation standards to identify potential dangers and fire risks. The use of these has been effective in achieving these aims.

Since 2011, we have continued to systematically carry 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.

Activities to prevent accidents through hazard prediction have taken root widely, where they are continuously and systematically implemented on equipment and operations in the workplace.

We have established global common standards for reporting

on work accidents or outbreaks of fire that occur in any of the production sites. The person in charge where the accident or fire occurred must report without delay to Nissan Motor Co., Ltd. (NML). We promptly share information on the occurrence and response measures with our global sites to prevent the recurrence of similar accidents.

Nissan has adopted the occupational accident frequency rate (FR1)*2 and serious accident count (GUR)*3 indicators for the purpose of comprehensive monitoring of occupational accidents and manages the progress of each.

We have set the goal of continuously achieving an occupational accident frequency rate below the previous year's results for the entire company and aim to reduce the number of fatal accidents to zero.

As a result of monitoring in fiscal 2022, we confirmed that the occupational accident frequency rate was 0.91, lower than the previous year, and the serious accident count was 44, of which the number of fatal accidents involving employees was zero, but there was one fatal accident involving an onsite cooperating company. As a result of this, the risk assessment procedures for tasks handled by onsite cooperating companies have been strengthened.

*1 NS4 (Nissan Safety 4): Internal KPI for monitoring workplace health & safety.

*2 Occupational accident frequency rate (FR1: Frequency Rate 1): Frequency rate of accidents with predefined symptoms (Number of accidents with predefined symptoms) x 1,000,000/ total working hours x 1.1

*3 Serious accident count (GUR): Fatal accidents (G: Grave), accidents resulting in residual disability (U: Unrecoverable), number of serious injuries with no aftereffects but with predefined symptoms (R: Recoverable but serious)

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Occupational accident frequency rate and serious accident count (Global)



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 heatstroke. 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.

Countermeasures against COVID-19

Nissan formulated and implemented its Global Guidelines for COVID-19 Countermeasures to protect employees and their families from infection with preventative measures aimed at avoiding the spread of COVID-19 infections both within the company and in wider society.

Employee health promotion and management

Basic approach

In accordance with its global policy, Nissan considers the health and safety of employees to be not only an issue for individuals but also an important issue for Nissan to grow as a company that continues to contribute to society. In the Basic Policy on Health and Safety, we make the Health Declaration: "Health and Safety is a core value and the highest priority at Nissan." We are thus working on the realization of health and productivity management, in which we consider the health of our employees from a management perspective and implement measures strategically and honestly.

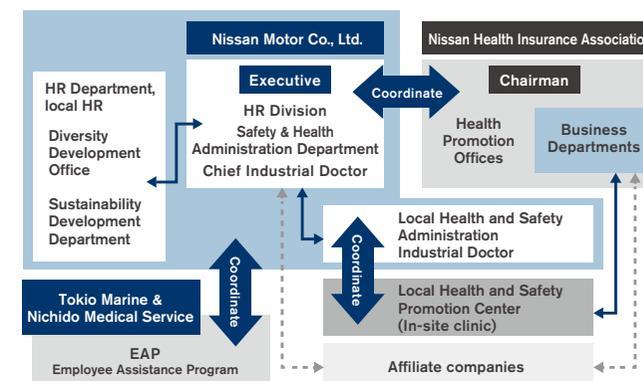
Nissan's health and productivity management



Organizational structure for health promotion

Nissan's health promotion activities are carried out to promote the physical and mental health of employees in cooperation with the Nissan Health Insurance Association (Workplace Health Promotion Center), Tokio Marine & Nichido Medical Service Co., Ltd., the Health and Safety Departments of both headquarters and related departments at each site, and other medical professionals.

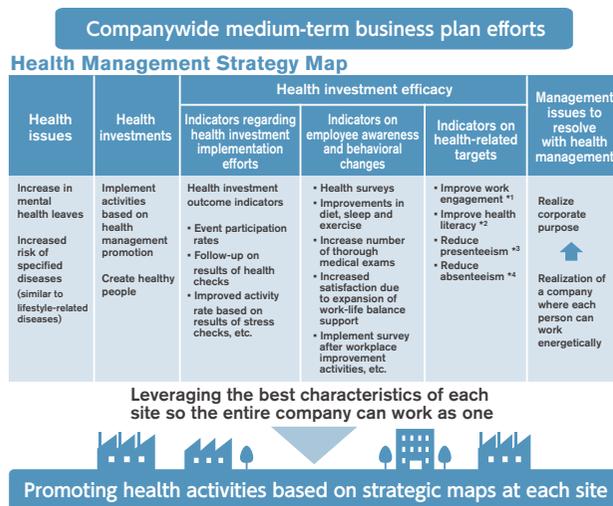
Promotion structure



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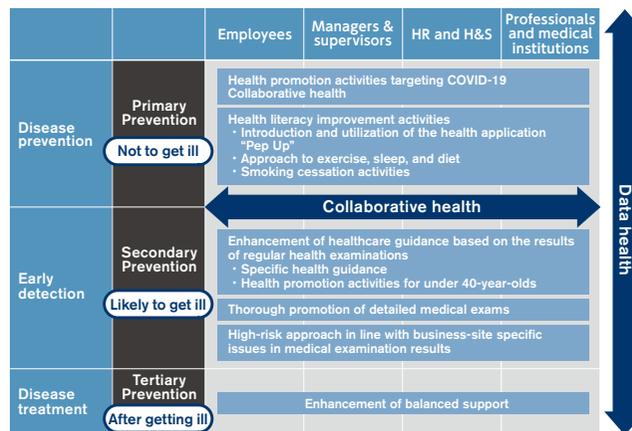
Approaches to health issues

Under the health promotion organization in Japan, we visualize the health status of employees through data, and based on the data we analyze and predict the risk of disease, then implement health promotion activities and individual improvement programs. In order to engage in more effective efforts, we create a health management strategy map to visualize company health issues and promote companywide efforts, while also creating strategy maps for each site to conduct health promotion activities incorporating regional characteristics and conditions at each site. We also hold regular meetings on health management to strengthen the implementation of health promotion efforts.

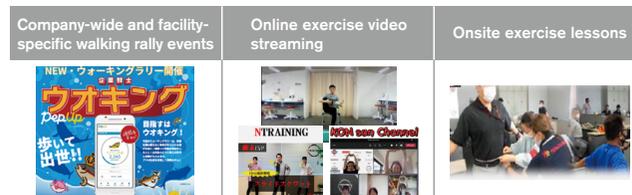


Solid efforts toward physical healthcare

In Japan, Nissan is focusing efforts on the following physical healthcare initiatives:



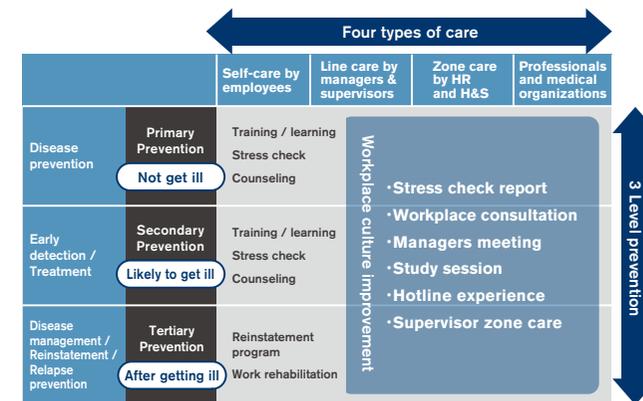
Due to lifestyle changes caused by COVID-19, weight gain became noticeable in fiscal 2020 medical examination data.



We will also continue the steady implementation of physical health care, including preventing illness through a heightened awareness of health, while reducing the number of employees taking leave by strengthening efforts toward the early detection of illnesses through medical examinations and treatments supporting a work-life balance. In this way, we will realize workplaces where all employees can work with enthusiasm.

Comprehensive mental healthcare

Mental healthcare in Japan includes the following features:



Achieve the "Four Types of Care" and "Primary, Secondary, and Tertiary Prevention" within the EAP *5

* Enhancement of "self-care" through implementation of stress checks

* Promotion of "line care," workplace climate improvement

*1 Work Engagement :A positive and fulfilling psychological state related to work, meeting the following three criteria: "Work makes me feel energetic and alive" (vitality) "I am proud and feel my work is rewarding" (enthusiasm) "I am enthusiastic about my work" (devoted)

*2 Health Literacy :The power to determine one's health by making decisions based on health information, defined as follows:

- Knowledge, motivation and ability to obtain, understand, evaluate and utilize health information
- Judgment and decision-making regarding healthcare, disease prevention and health promotion in everyday life
- Maintaining and improving quality of life throughout one's lifetime

*3 Presenteeism :Despite being in poor health, employees come to work, and efficiency suffers as a result.

*4 Absenteeism :Chronic leave-taking or absence from the workplace due to poor mental or physical health that prevents work from getting done.

*5 EAP :Employee Assistance Program

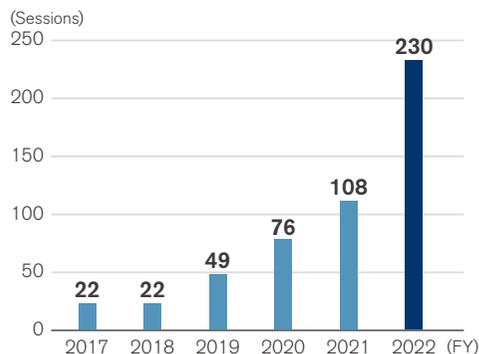
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activities based on the results of in-house questionnaires

- * Introduction of stratified "zone care"
- * Comprehensive reinstatement support program
- * Enhanced prevention of recurrence through in-house rework facility

For many years, Nissan has been proactively working on line care, which is an improvement in workplace culture, by analyzing stress levels through using in-house questionnaires.

Number of debriefing sessions on results of organizational analysis



Debriefing sessions on the results of organizational analysis are held in all departments. In promoting improvement activities, the point is for superiors (managers, supervisors) to acknowledge the results of their own organizational analysis and motivate activities according to the results.

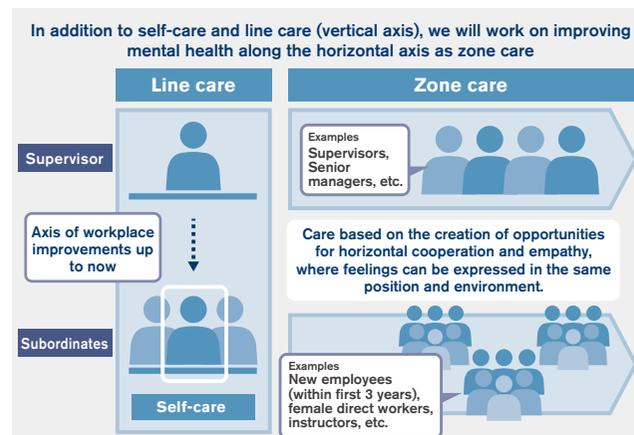
Accordingly, in recent years, Nissan has been expanding improvement activities by holding organizational analysis result report meetings in as small a format as possible, rather than being particular about departmental or divisional level meetings.



Scene from a debriefing session

Amid close examination of organizational analyses and the promotion of activities, recent mental health leave numbers and the stratified analysis of stress levels reveal a remarkable need for care among some employees. Nissan calls this "zone care" and has recently implemented the following:

- Hotline experience for new graduate and mid-career hires
- Online sessions for indirect employees
- Youth round-tables, sessions
- Round-tables and coaching activities as a supervisor zone care



Social evaluation of health promotion activities

In Japan, Nissan positioned the excellent health management corporation certification system of the Ministry of Economy, Trade and Industry as our health management system, and we have been promoting health improvement activities accordingly.

As a result, Nissan has been certified as an excellent health management corporation since 2019.

In 2022, the Japan Sports Agency certified Nissan as a Sports Yell Company actively engaged in sports to improve the health of employees.



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Community engagement

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 and inclusion) 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 NPOs and NGOs that have extensive expertise in their fields to ensure that their social contributions are effective. We actively support the involvement of our employees in social contribution activities.

Blue Switch Program: Contributing to Sustainable and Resilient Society with EVs

Launched in Japan in 2018, Blue Switch is a program to promote the use of electric vehicles (EVs) to address local issues, such as disaster relief, energy management, tourism, and other points, in collaboration with local governments and companies. Since Nissan launched the Blue Switch initiative in Japan, 216 cooperations have been realized with local governments and private companies to collaborate on projects as of the end of March 2023, and many more regional partnerships are planned.

In January 2022, Nissan launched Blue Switch in the ASEAN region—the first expansion outside Japan—starting in Thailand and the Philippines.

As a pioneer in EVs, Nissan is committed to promoting new ways to use them to contribute to a cleaner world and a sustainable society.



*1 Click here for information on Blue Switch Program. (Japanese Only) <https://www3.nissan.co.jp/first-contact-technology/blue-switch.html>

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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 that were 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*1 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 decarbonized society.

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.

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. *2

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 and pandemics that occur with frequency around the world.

Contributing to local communities: Achievements

Social contribution achievements in fiscal 2022

Global social contributions (Fiscal 2022): 2.79 billion yen
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 Fiscal 2022 global social contributions

	Amount (¥ million)	% of total
Philanthropic activities	918	32.9
Monetary donations	1,580	56.6
In-kind donations (cash equivalent)	67	2.4
Sponsorships, etc.	227	8.1
Total	2,792	100

<Other humanitarian support>

Nissan announced an aid package of up to €1 million to support the humanitarian crisis caused by major earthquakes in Turkey. €750,000 out of €1 million was donated to Turkish Red Crescent. Additional funds of up to €250,000 are matching donations from its employees and partners who want to help directly.

*1 Click here for more information on the Global Sustainability Steering Committee. >>> P010

*2 Click here for more information on diversity, equity and inclusion. >>> P079

Contents		Corporate direction		Environmental		Social		Governance		Data
Social policies and philosophy	Human rights	Traffic safety	Diversity, equity and inclusion	Product safety and quality	Supply chain management	Human resource development	Labor practices	Employees' health and safety	Community engagement	

Social contribution achievements *1

Even though the COVID-19 pandemic continued in 2022, Nissan provided environmental education and leadership development activities for children in each country to meet the needs of local communities, while making efforts to minimize the risk of infection through utilizing online activities and other means.

School-visit Program for Environmental Education: Nissan Waku-Waku Eco School (Japan)

The program promotes understanding of global environmental issues, introduces Nissan's environmental initiatives, and provides participants with experience of the latest green technologies through test ride in the Nissan LEAF and other activities.

Achievements

Number of schools visited: 90 (FY2022)

Cumulative number of participants: 124,348

Recipient, 29th Yokohama Environmental Activity Award



Partnership with Habitat for Humanity (U.S. and Canada)

Since 2005, we have continued to partner with the NGO Habitat for Humanity (Habitat), an international aid organization that has a vision of "a world where everyone has a decent place to live". The nonprofit works to build homes and support self-sufficiency in more than 70 countries around the world. NNA and NCI employees have volunteered at Nissan-funded build sites.

Achievements U.S.

Cumulative number of hours of employee participation: Over 110,000

In 2022, we participated in the construction and handover ceremony of 4 residences

Cumulative donations: Over \$19 million



Leadership Development Program for Teenagers in Cooperation with Care International Japan (Thailand)

Since 2017, we have been offering programs for middle and high school students in Ayutthaya, Rayong and Samut Prakan provinces to develop leadership, teamwork, and other qualities necessary to be leaders in community development, as well as incorporating elements of science, technology, engineering, and mathematics (STEM*2).

Achievements

Cumulative number of students participating: 2,237



Educational Support for Children and Youth: Nissan Dream Classroom (China)

Nissan Dream Classroom, an educational program to support elementary school students, has been implemented since 2013. The program has gradually expanded its content and regions of operation, and now offers a wide variety of lessons including the environment, manufacturing, design, painting, intelligent driving, and the fundamentals of automotive culture and engineering.

Achievements

Cumulative number of students participating: Over 2 million

Winner in 3 divisions, FY2022 CSR China Education Special Award



Providing Educational Opportunities to Children: Nissan Skills Foundation (U.K.)

Established in 2014, the Foundation has provided school children with Nissan's own environment and monozukuri programs, as well as supported local teams in schools through three external international STEM*2 education programs: VEX IQ Robotics, FIRST LEGO League, and F1 by providing equipment, funding, and knowledge.

Achievements

Cumulative number of students supported: Over 80,000



*1 Click here for more information on social contribution activities in each country. <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/CITIZENSHIP/>

*2 STEM :Science, Technology, Engineering, Mathematics