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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.

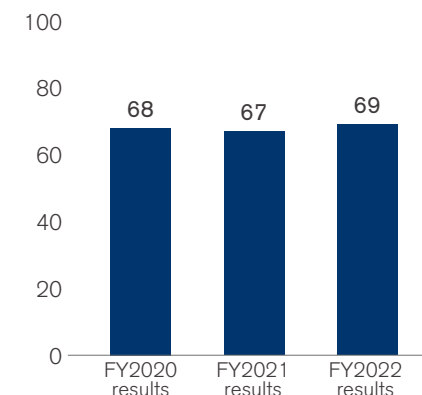
In addition to continuously setting “Employee Engagement and Satisfaction”*3 as a key performance indicator of the company, the results of a recent global employee survey identified five priority areas*4 including “Enablement”*5 impacting the company as a whole. We are seriously taking improvement actions 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

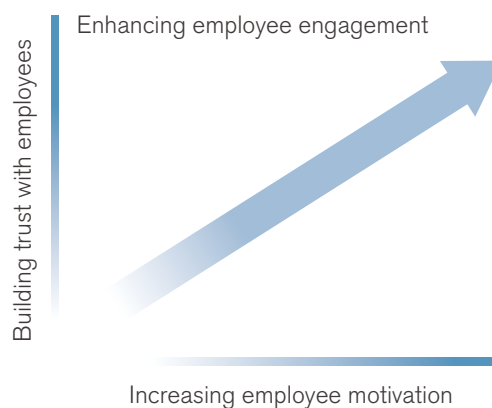
For a company to continue offering new value in the face of rapid changes in the social and business climate, it is essential for its employees to embrace the company's corporate purpose as well as its mission and consciously work toward realizing them.

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.

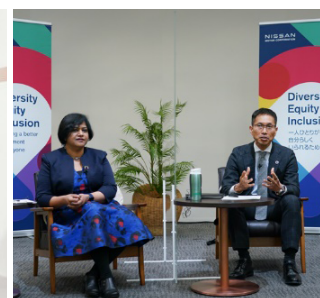
Every new fiscal year starts with the CEO delivering a presidential address, reflecting on the past year's

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.

