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# Social

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# SOCIAL POLICIES AND PHILOSOPHY

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

Through an assessment of various business risks and opportunities, we have 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 and Inclusion, Quality, Supply Chain, Employees, and Community Engagement.

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

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

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

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## Report Themes and the Six Areas

Six Key Areas in Nissan Sustainability 2022 from a Social Perspective	Themes in the Sustainability Report
Common to Six Areas	Human Rights
Traffic Safety	Traffic Safety
Diversity and Inclusion	Diversity and Inclusion
Quality	Product Safety and Quality
Supply Chain	Supply Chain Management
Employees	Human Resource Development
	Labor Practices
	Employees' Health and Safety
Community Engagement	Community Engagement

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# HUMAN RIGHTS

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## Human Rights Policies and Philosophy

As the value chains of global corporations expand, social interest is growing with regard to respect for human rights and how business affects these rights. The automobile industry is also recognizing the issues of human rights as they relate not only to business processes such as the work environment for its own employees but also to the supply chain, such as the procurement of parts and materials.

Nissan considers the strict adherence to corporate rules and applicable laws and practices fundamental to its business activity in every country and area where it operates. The human rights of all stakeholders must be respected and all Nissan employees must act while upholding 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.

## 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 (UNGPs), we formulated and published the Nissan Human Rights Policy Statement\* (First Edition) in June 2017 to actively prevent adverse human rights impacts and updated it in July 2021.

Under this revised policy statement, we are fulfilling our corporate responsibilities, practicing our mission, conducting business activities, and promoting initiatives to respect human rights in order to realize our corporate purpose, "Driving innovation to enrich people's lives".

\* Click here to download the Nissan Human Rights Policy Statement (revised version).  
[https://www.nissan-global.com/COMMON/DOCS/CSR/LIBRARY/nissan\\_human\\_rights\\_policy\\_e.pdf](https://www.nissan-global.com/COMMON/DOCS/CSR/LIBRARY/nissan_human_rights_policy_e.pdf)



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## Milestones Related to Respect for Human Rights

After formulating the Global Code of Conduct in 2001, Nissan signed the UN Global Compact in 2004 and published such policies as the Renault-Nissan CSR Guidelines for Suppliers, Nissan Human Rights Policy Statement, Global Minerals Sourcing Policy Statement, Customer Privacy Policy and Nissan Global Guideline on 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 research results 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 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	

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GRI408-1 GRI409-1 GRI411-1 GRI412-1

## 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. Discussions at the Global Sustainability Steering Committee are reported and proposed to the Executive Committee (EC), the highest decision-making body at Nissan, to ensure that respect for human rights is instilled and established at all levels of Nissan's business activities. Nissan also aims to regularly review and continually update this statement to reflect all changes in internal policies and approaches, as well as to investigate and report progress on human rights initiatives in a timely manner.

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## Human Rights Management for Employees and in Collaboration with Suppliers

The Nissan Human Rights Policy Statement is applicable to all of Nissan's executives and employees. In 2021, we formulated and released the Nissan Global Guideline on Human Rights, which outlines specific initiatives for respecting human rights, with the aim of ensuring compliance with the policy statement. Based on this guideline, Nissan is further strengthening its initiatives to respect the human rights of its employees on a global level. 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 ethical, social 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.

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 where legally allowed. 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.

\* For more information on the Nissan Global Guideline on Human Rights.

[>>> P171](#)

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

[>>> P157](#)

\* For more information on a globally integrated reporting system.

[>>> P221](#)

See below for more details about our policies and guidelines.

- Global Code of Conduct  
[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/2017/NISSAN\\_GCC\\_E.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/2017/NISSAN_GCC_E.pdf)
- Renault-Nissan Corporate Social Responsibility Guidelines for Suppliers  
[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/CSR\\_Alliance\\_Guidelines.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/CSR_Alliance_Guidelines.pdf)
- Global Minerals Sourcing Policy Statement  
[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Minerals\\_Sourcing\\_Policy\\_e.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Minerals_Sourcing_Policy_e.pdf)
- Customer Privacy Policy  
[https://www.nissan-global.com/EN/DOCUMENT/PDF/COMPANY/LIBRARY/Customer\\_Privacy\\_Policy\\_e.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/COMPANY/LIBRARY/Customer_Privacy_Policy_e.pdf)
- Nissan Global Guideline on Human Rights  
[https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN\\_RIGHTS\\_GUIDELINE/index.html](https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS_GUIDELINE/index.html)

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## Human Rights Achievements

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

In the 2001 Global Code of Conduct, we detailed our policies regarding equal opportunity and respect for diversity. In 2004 we were a frontrunner among our industry peers in signing the UN Global Compact, accepting reporting obligations that we continue to fulfill today. Regarding suppliers, in 2010 we published the Renault-Nissan CSR Guidelines for Suppliers (revised in 2015) clarifying our respect for human rights and commitment to eliminating forced and child labor and sharing our sustainability policies. In 2017, referencing the UN Guiding Principles on Business and Human Rights (UNGPs), we formulated and issued the Nissan Human Rights Policy Statement (revised in 2021). This policy makes it clear that, we respect the human rights of all our stakeholders and require our employees to act according to the highest ethical standards.

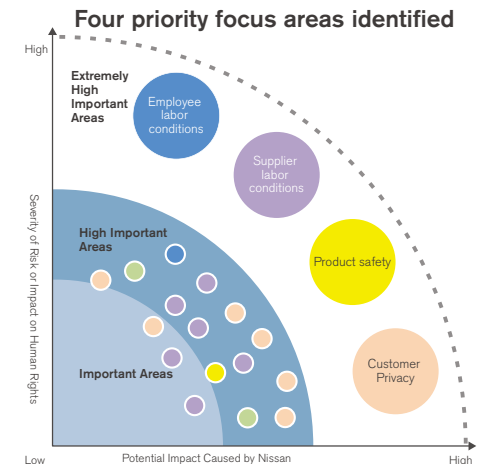
In June 2018, we launched our new sustainability strategy, Nissan Sustainability 2022, specifying the main goals through fiscal 2022 for the aspects of Environmental, Social and Governance. For the Social aspect, the strategy also reiterates the importance of respecting all stakeholders' rights. In 2018, we cooperated with Business for Social Responsibility (BSR), a US organization promoting sustainability to implement a human rights assessment, allowing us to identify four key areas of potential risk related to human rights, namely supplier labor conditions, employee labor

conditions, product safety and customer privacy. Furthermore, in 2019 we worked with BSR to conduct a human rights assessment at Nissan South Africa (Pty) and confirmed human rights risk was clearly low at that company. In 2020, we expanded our human rights assessment reviews of affiliated companies in the ASEAN area, conducting such reviews at Nissan Motor Thailand (NMT) and group companies

(Nissan Powertrain (Thailand) Co., Ltd. and SNN Tools & Dies Co., Ltd.).

We formulated action plans to remediate items requiring improvement identified in the assessments and are improving them on an ongoing basis by executing on those plans.

We also work to build awareness of human rights among employees and conduct several e-learning seminars, for example, "Global Code of Conduct" and "Unconscious Bias". "Unconscious Bias e-learning" is for all indirect employees and has been completed by 16,402 people cumulatively. In addition, approximately 550 people have taken part in our LGBT seminars, held annually since fiscal 2014. Since fiscal 2016, all senior managers have been required to take an e-learning program about LGBT issues. In fiscal 2020 the content of the e-learning program was updated and made mandatory training for managers and staff. We also have proactive initiatives to support LGBT staff.\*1



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As described in the Global Code of Conduct, employees can submit inquiries related to human rights issues via the SpeakUp global reporting system.\*<sup>2</sup> We are committed to investigating, addressing and responding to any concerns reported, and employees who make inquiries are protected from any form of retaliation.

\*1 For more information on initiatives to support LGBT staff.

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\*2 For more information on our global reporting system.

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\* For more information on Responsible Minerals Sourcing

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

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# DIVERSITY AND INCLUSION

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## Diversity and Inclusion Policies and Philosophy

Nissan has a global diversity and inclusion mission and promotes diversity and inclusion as one of its corporate key strategies.

**Diversity & Inclusion**  
Foster a diverse and inclusive environment  
where we value and respect employees  
to drive innovation in automotive products and services  
that enrich people's lives

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

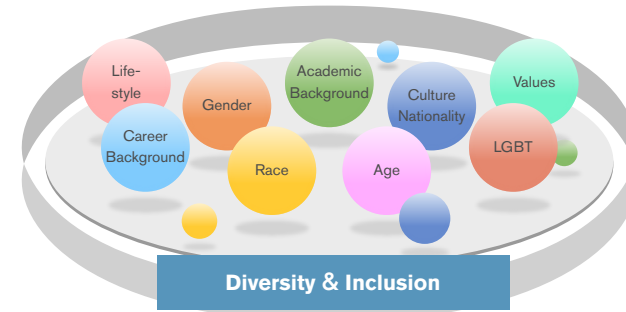


### Diversity means to

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

### Inclusion means

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

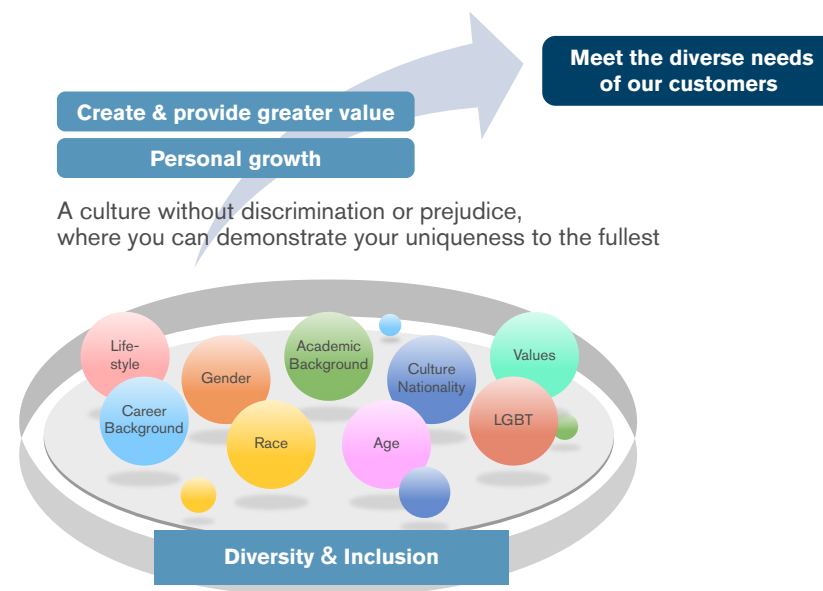


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## Diversity and Inclusion as Strategy

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

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





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## Respect for Human Rights and Equal Opportunity

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

\* Click here for more information on the Global Code of Conduct.

[>>> P219](#)

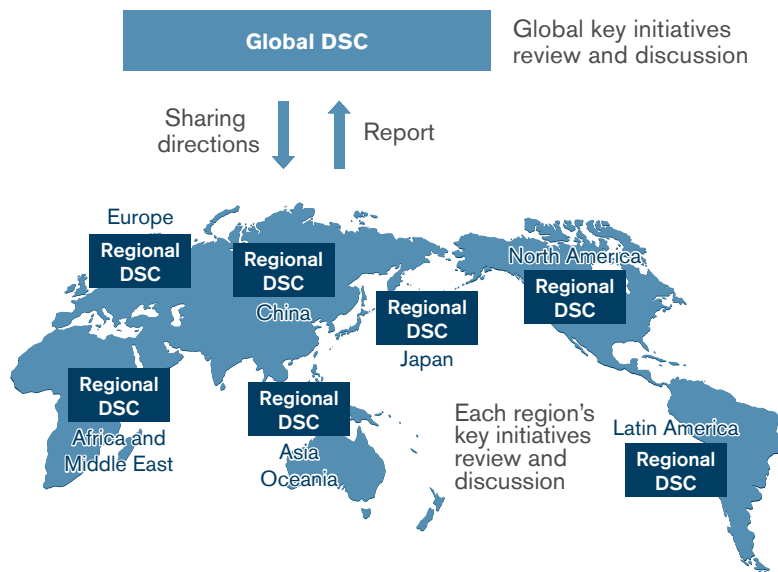
## Diversity and Inclusion Management

In order to promote diversity and inclusion across Nissan's global operations, policies are set by a committee of executives representing company divisions. Dedicated organizations then work on local initiatives needed for their implementation. We aim to be a truly inclusive company with a diverse workforce, in which individual employees can demonstrate their potential to the fullest. We promote diversity and inclusion by sharing the global common direction.

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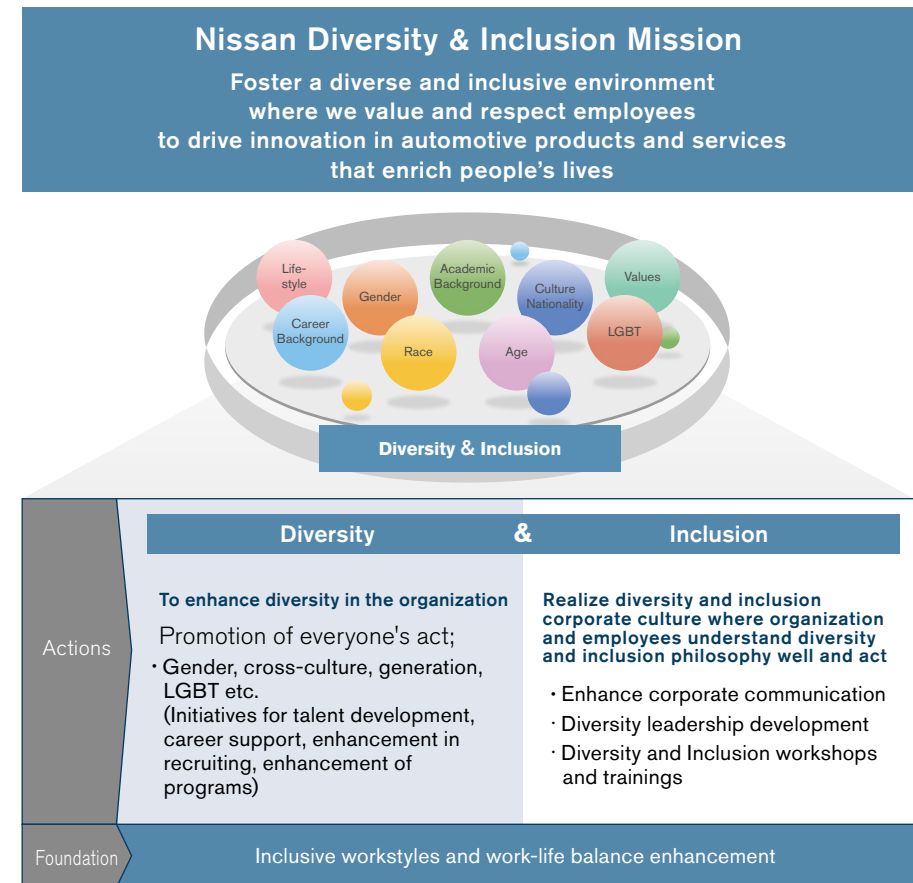
## Diversity and Inclusion: Decision-Making and Action-Driving Bodies

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



\* FY 2020 was operated under the prior regional structure. We will transition to a new regional structure in FY 2021.

## Diversity and Inclusion Promotion: Actions



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## Diversity and Inclusion Achievements

### Enabling Diverse Human Resources

#### Female Talent Development: Initiatives and Achievements

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

As a result of these initiatives, the percentage of women among Nissan managers globally has increased from 7% in 2008 to 14.7% in April 2021, and women are active at Nissan globally.

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



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

As a new initiative for 2020, we held a "Females in *Monozukuri*: Roundtable Career Discussion" for female employees in *monozukuri* functions. Female employees who are building their careers in their own ways were invited as panelists to share their career stories, the challenges of achieving a work-life balance in high male-to-female ratio workplaces and how to overcome them, and visions for the future. We also conducted a three-day "Career Seminar for females in *Monozukuri*" to think about their careers and leadership in each ways.

Furthermore, we hold "CEO Roundtable" for female leaders to engage in communication directly with top management about their thoughts and expectations, and "COO Café" as an opportunity for mid-level employees to exchange opinions with the COO in a casual style. Both events are held online and are a means for senior executives to also actively support female talent development.

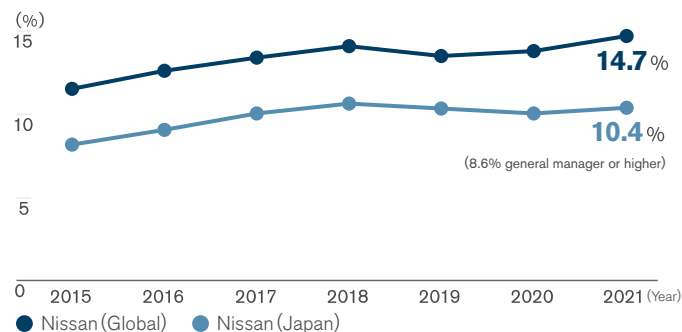
Thanks to these various initiatives, women now comprise 10.4% of managers in Japan (as of April 2021). This compares favorably to the average of 4.7% for Japanese manufacturers with 1,000 or more employees (according to the 2020 Basic Survey on Wage Structure from Japan's Ministry of Health, Labour and Welfare). As of April 2021, a total of 8.6% of general manager or higher positions are filled by women 4.3 times larger than the 2008 level of 2.0%. At the executive level, the international race driver Keiko Ihara became Nissan's first female outside director in June 2018; Jenifer Rogers followed her in June 2019. We are also planning to introduce a "Woman Leadership Program" to develop female leaders.

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In addition, as an activity in collaboration with the local community, Nissan is participating in "Woman act." for female active participation enhancement in Kanagawa since May 2015. To enlarge the movement of the activity from Kanagawa, together with top management of the major companies in Kanagawa, Nissan pledged its commitment to this project and CEO Uchida has been appointed as a member of the group.



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



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

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

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

Many female car-life advisors (CAs) are active at our sales companies as well where Nissan sales staff respond to the various needs of and questions from customers. As of end-February 2021, 1,214 female CAs are active across Japan, accounting for 9.8% of the national total, which has increased from 1,202 at the end of February 2020. Additionally, to enhance the satisfaction of female customers with after-sales service experiences, female technical advisors (TAs) have been appointed to bridge between customers and dealer technicians.

### Cross-cultural Cooperation

A vital part of Nissan's success rests on ensuring that people are welcome no matter where they come from, what language they speak, how old they are or what their academic background is. Nissan's top decision makers include individuals of many different nationalities.

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## Establishing a Culture of Respect for Diversity and Inclusion

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

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

To enable members of the LGBT community and other employees with diverse sexual orientations and gender identities to perform their jobs without experiencing discrimination in the workplace, we are promoting such initiatives as annual LGBT seminars held since 2014. In fiscal 2020, the seventh time of the seminar, we invited an LGBT ally (a person supportive of LGBT) as guest speaker. In addition, we are working to encourage employee understanding and support through measures such as the rollout of an updated LGBT e-learning program to all employees. We have participated in the “Tokyo Rainbow Pride”, the largest LGBT event in Japan,

for three consecutive years since 2017. In fiscal 2020, we participated in this event, which was brought online due to COVID-19 pandemic. In fiscal 2016, members of the LGBT community and allies (those supportive of LGBT) within the company launched a self-initiated employee network. In recognition of these initiatives, the private organization, “work with Pride” awarded Nissan its most prestigious Gold in “PRIDE Index” to recognize corporate initiatives to support LGBT employees, a first for a Japanese automotive company in 2017. In 2020, we received a Gold award for the fourth year in a row.

We also provide a workplace where older employees and those with disabilities can fully participate. Necessary training programs are provided for those who have built up their career at other companies so that they can quickly perform to the best of their ability at Nissan.

In addition, we hold local diversity-themed events and run diversity training programs for employees all over the world. Employees can also learn about Nissan’s vision and initiatives relating to diversity and inclusion via articles on the company intranet and e-learning programs.

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## Promoting Inclusive Workstyles

We strive to create a work environment where every member of a diverse workforce can demonstrate his or her potential to the fullest. For example, a remote work program which allows employees to freely choose to work from outside the office was introduced so that employees can work flexibly according to their individual needs. We are continually improving the program, by expanding the locations to work remotely beyond their homes with superiors' permission, setting 10-minute as a minimum increment, and removing the upper limit of hours allowed for remote work. At the same time, we are working to create an environment to support productive workstyles by introducing tools that are convenient for remote work.

Also, in order to make it easier for staff in different regions to work together, in 2017 we established basic rules for the timing of meetings between sites in different regions. Although in the past global meetings have taken place during the middle of the night in some regions, guidelines have now been set in which all participants can join meetings between the local hours of 7 a.m. and 8 p.m. By combining this with remote work, we can provide an attractive work environment in all regions.

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

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

The number of employees balancing work with the nursing care to the elderly is expected to increase, and in Japan we have held seminars since fiscal 2015 where employees can learn the basics of nursing care and explore how company policies and local services can help them maintain the work-care balance. In fiscal 2017 we launched an external support service to support employees who face difficulties in nursing care. We will continue to evolve our programs in response to market conditions and employee feedback, thereby creating an environment in which each employee has options and can easily work while raising children or caring for family members. In fiscal 2020, for example, we have reviewed the Family-Support Leave to allow employees to take leave on an hourly basis.



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## Creating an Environment Conducive to Work-Life Balance

### Comprehensive Support for Employees

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

- "Seminar for expecting parents" before maternity and childcare leave
- "Reinstatement seminar" Gives employees opportunities to think about their career paths before and after maternity and childcare leave
- Nursing care seminars

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

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

**Company infrastructure**

- Remote work program  
All employees except those in manufacturing processes are eligible.
- Super-flextime without core time
- 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)
- Childcare leave, nursing care leave, maternity protection leave
- Accompanying leave (three years maximum)
- Re-employment policy

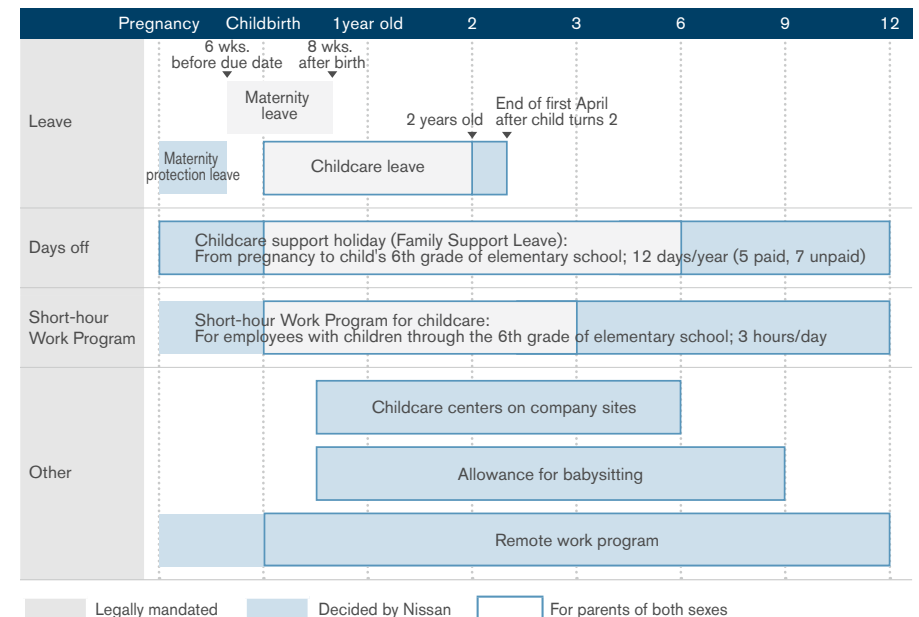
- In-house childcare center (four sites)
  1. Supports employees by helping them balance work and childcare and perform at their best
  2. Supports employees' return to work when they wish, rather than when care waiting lists in Japan allow it
- Lending of personal computers to employees on leave (for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

## In-house Childcare Centers for Nissan Employees

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

\*Capacity determined based on facility area.

## Support Systems for Childbirth and Childcare (Japan)



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## Workstyle Reform “Happy 8”

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

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

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

Additionally, to give each employee the opportunity to reflect on their own workstyle from a new perspective, each fiscal year since 2014 we have held a “Workstyle Symposium” featuring invited guest speakers from outside the company. In fiscal 2020, we continued this symposium online.

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

## Achievements at Overseas Sites

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

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

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

### Business Synergy Teams (BST)

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

Nissan North America partners with many charitable and social causes that enhance the well-being of the local communities where we live and work. We invite our employees to serve as volunteers, mentors or advisors, offering

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their time, talent and expertise to help nonprofit organizations carry out their missions. We have a shared commitment to build a better, more sustainable world for all of us.

Business Synergy Team (BST)	Concept underlying activities
Black Business Synergy Team	To promote individual and collective growth, create networking opportunities and be a resource for open and inclusive dialogue with employees and all levels of leadership. Membership is targeted to Nissan employees who identify as Black, African American, descendants of or allies of.
eNable	Increase awareness of the definition and scope of disabilities; improve disability sensitivity with our employees, business partners and customers.
Gay Straight Alliance at Nissan (GSAN)	Serves to be a catalyst for a culture of equality at Nissan that provides a safe, respectful, inclusive and supportive environment for all LGBT employees, vendor partners and customers along with their allies.
Generations Business Synergy Team	Works to transfer the Nissan experience and technical expertise across all employee generations.
Green Team	Preserves transparency and communicates information on company and local community initiatives related to sustainability and the environment.
Interfaith Nissan (iN)	Conducts "Celebrate Humanity" activities that contribute to local communities and respects, recognizes, and accepts all beliefs.
Multicultural Business Synergy Team (MBST)	Supports diversity and inclusion activities within Nissan and the local communities that we work and live in. MBST is open to everyone who would like to share and learn from Nissan's vibrant culture.

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

## Achievements in Diversity and Inclusion in North America

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

In 2020, Nissan Canada (NCI) was selected as a Top 100 Ideal Employer for Interns for the fifth consecutive year. This is Canada's largest and longest-running student ranking of companies with participation of more than 20,000 students from 159 universities. NCI was also certified as a Great Place to Work® for the second consecutive year with a 10% increase in the overall score. The anonymous survey of employees by Great Places to Work bases its certification criteria on corporate culture, workplace experience, compensation, communication, and employee trust in leadership. NR Finance Mexico was recognized by HRC Equidad MX as Best LGBT Places to Work 2021. Their commitment to diversity is also shown through a partnership with PrideConnection Mexico.

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## Initiatives to Promote Diversity and Inclusion in Europe

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

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

We focus on strengthening the diversity of our pipeline through graduate hiring and support female career development through succession plans, with special attention in engineering or technical areas. The “Thrive female leadership development program” took place in fiscal 2019, and a number of e-learning modules were launched to raise awareness on the topic. We are currently planning for our fiscal 2021 activities. The Nissan Skills Foundation was established in 2014 at our plant in Sunderland, England, which provides a variety of educational programs for elementary, middle, and high school students. As of January 2021, 65,000 students had participated in career development and engineering or STEM events run by the foundation. Female students accounted for approximately 46% of the participants. We recently held a number of interactive sessions to celebrate International Women’s Day, with a view to appreciate outstanding women and men who have contributed to the growth of Nissan as diversity and inclusion leader in automotive sector.

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

### South America:

A program called “Way of Working (WoW)” has been launched which allows indirect employees to work both from home and from the office. This increases flexibility for employees, promoting work life balance. This hybrid model - including Short Friday - will also help employee branding, attracting a more diverse workforce. Besides the communication planned rolled out, workshops were held to help leaders adapt to this new working style, training 301 leaders in the process.

Women’s Talk is a new program launched on March 8th 2021, the International Women’s Day, to create an open space to share experiences among the female employees in Nissan South America. Led by women executives from the region, two sessions were held, in Portuguese and in Spanish. They facilitated discussions about relevant topics like Impostor syndrome\*, Work-life balance, Career, Positioning, etc. The events gathered 250 female employees from all countries within the region, generating a rich exchange of ideas.

In Brazil, the Health teams brings in external experts to approach different topics related to pregnancy and motherhood to enhance support for expecting employees.

\* Impostor syndrome: Impostor syndrome is when you don’t believe in your own abilities and achievements, and underestimate yourself. You might become overcautious and unmotivated due to fear of failure.

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### Africa, Middle East and India:

Africa, Middle East and India, rolled out a diversity and inclusion strategy with a focus on seven areas of actions to support the region achieve a much more inclusive work culture, with a focus on gender diversity.

These seven areas cover recruitment, career planning, leadership pipeline, awareness and training, compensation and benefits, organizational culture and communications.

The diversity and inclusion strategy is led by the "Women at Nissan"(W@N) network, a cross functional taskforce of leaders of Africa, Middle East and India mandated with delivering on diversity and inclusion, aiming to deliver on Nissan's diversity and inclusion culture through the development of a truly inclusive ecosystem at Nissan Africa, Middle East and India, allowing women the opportunities to develop, grow and advance in their professional careers.

Each market has a committee tasked with delivering on the mission and execution of actions and entities under the Africa, Middle East and India diversity and inclusion strategy, which was approved by the management committee members.

W@N also launched several initiatives to help strengthen the culture of diversity across the region such as the "SheShares" initiative, a yearlong webinar series designed to encourage conversation and debate on issues related to diversity and inclusion. The initiative brings also internal and external expert speakers to discuss a variety of topics within diversity and inclusion.

Also in fiscal 2020, Nissan Africa, Middle East and India has started to implement Unconscious bias training for employees to learn the

influence of the unconscious bias that everyone has as well as techniques to mitigate their effects. Training of Trainers session for all head of HR across the region and training session in Saudi Arabia, Egypt and Middle East for managers and above was done in fiscal 2020 and to be expanded across the region.

For the International Women's Day, global panel on the role of women in automotive sector, region wide social media campaign and leadership voice were delivered.

As a result of the execution of several initiatives, the percentage of women among managers has been increasing from 4.8% in 2016 to 14.8% in 2020.

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

In November 2020, Alliance China Academy conducted "Diversity and Inclusion Leadership Learning Workshop" which aims to take the overall concept and understanding to improve awareness of diversity and inclusion after successfully conducting the workshop of "Women in Leadership" in 2018 and "Intergenerational leadership" in 2019. Through the interpretation of the influence of diversity and inclusion on leadership, organizational atmosphere and engagement, participants understood how diversity and inclusion will affect leadership behaviors and then impact the overall organizational productivity. 16 HR heads and professionals from NCIC and Nissan China JVs participated this 16 hours workshop in Beijing.

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

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

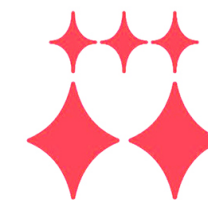
As noted above, NCI was selected as a Top 100 Ideal Employer for the fifth consecutive year and have also been certified as a Great Place to Work® for the second consecutive year. In Mexico, NR Finance Mexico was recognized by HRC Equidad MX as Best LGBT Places to Work 2021.

In 2015, we became the first company in Kanagawa Prefecture to earn "Platinum Kurumin" certification, which is granted to Kurumin accredited companies (certified as supporting childcare) that provide an even higher standard of childcare support. Then in 2017 we received the highest third level "Eruboshi" accreditation as a company that successfully promotes female participation in the workplace. Additionally, we were the first Japanese automotive company to receive Gold in PRIDE Index, the top award, a scheme which recognizes efforts to support LGBT employees; in 2020, we received the Gold award for the fourth year in a row.

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

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

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女性が輝く  
先進企業表彰



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# TRAFFIC SAFETY

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## Traffic Safety Policies and Philosophy

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

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

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## Traffic Safety Management

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

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

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

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

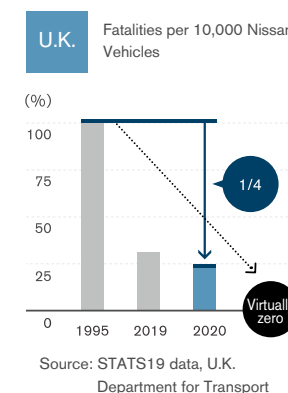
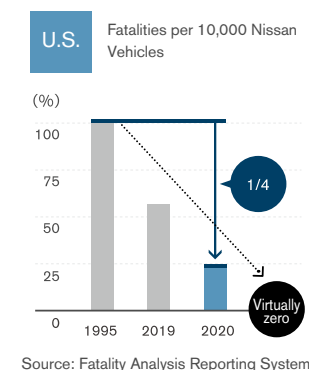
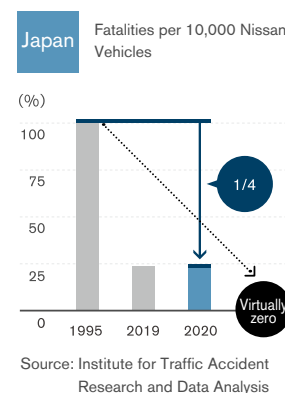
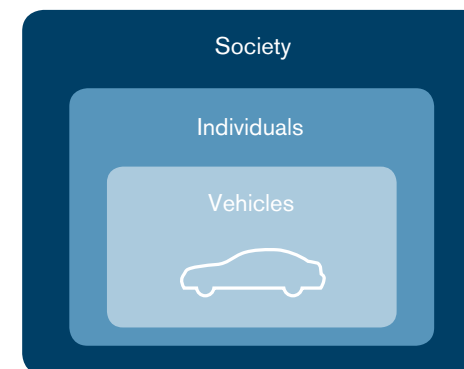
Nissan's approach to safety is focused on the real world and aims to help create a society with virtually zero avoidable traffic accidents. In 2020, there were 2,839 fatalities in Japan caused by traffic accidents. While this is 376 fewer than in 2019, there are still more than 2,000 deaths per year due to traffic accidents. According to the World Health Organization (WHO), approximately 1.35 million people die each year in traffic accidents globally. Unless significant steps are taken, traffic accidents could become the seventh leading cause of death worldwide by 2030.

We set the target of reducing the number of fatalities involving Nissan vehicles to half their 1995 level by 2015, and worked toward achieving the high target of halving this number once again in Japan, the U.S. and the U.K. by 2020. We reached this target in Japan, but additional activities are necessary in the U.S. and the U.K. Nissan's ultimate goal is a world with virtually no fatalities resulting from traffic accidents and we will continue implementing activities to help achieve this goal.

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

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

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



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## Traffic Safety Achievements

### Vehicles: Developing Safety Technologies

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

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

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

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

Our vehicles have earned high safety ratings on many public and governmental tests held in various regions. In particular in Japan, from fiscal 2020 JNCAP\*1 has introduced a comprehensive assessment in its "Car Safety Performance 2020" evaluations encompassing the three criteria of collision performance ratings, preventative safety performance ratings, and automatic accident emergency call devices. To receive the highest score of five stars, high scores must be achieved in each criteria (automatic accident emergency call devices is, fitment requirement). In the overall ratings, the Nissan DAYZ was the only “kei” minicar to receive five stars, a testament to its overall high safety. Furthermore, a certification system for advanced safety technology was launched by the Ministry of Land, Infrastructure, Transport and Tourism in fiscal 2018. In fiscal 2020, the scope of cars and devices subject to this system was expanded and 9 models and 25 types equipped with intelligent emergency braking and pedal misapplication prevention devices (Nissan DAYZ, Nissan ROOX, Note, Serena, Nissan LEAF, March, Clipper series) were approved.

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## Major External Safety Ratings (Based on 2020 Assessments)

Regions	External Assessments	Models	Rating
Japan	JNCAP*1 Car Safety Performance 2020	Nissan DAYZ	5★
		Nissan Kicks	4★
U.S.	NCAP*2	Nissan LEAF, Nissan LEAF Plus, Murano, Altima, Maxima, Sentra, Versa, Rogue Sport	5★ Overall Rating (2021 model year)
		INFINITI QX80, Frontier (Crew Cab), TITAN (Crew Cab), Rogue, Nissan Kicks	4★ Overall Rating (2021 model year)
	IIHS*3	Maxima, Altima, Rogue, Murano	2021 Top Safety Pick+
		Sentra	2021 Top Safety Pick
China	C-NCAP	Altima (Chinese name Teana)	5★

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

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

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

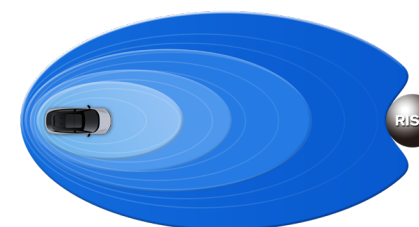
## Aiming for Virtually Collision-Free Cars

Our Safety Shield concept supports the safety of vehicle occupants in a variety of scenarios from a comprehensive perspective, from 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. In times of potential danger, the vehicle can judge in an instant how to help avoid or lessen the danger.

We have set ourselves the goal of providing optimal mobility worldwide.

We are committed as an automobile manufacturer to swift and widespread popularization of our safety technologies.



Safety Shield

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<p>Risk has not yet appeared</p> <ul style="list-style-type: none"> <li>■ ProPILOT/ProPILOT Assist</li> <li>■ ProPILOT Park</li> <li>■ Intelligent Distance Control</li> <li>■ Navigation-enabled Intelligent Cruise control with full-speed range following capability</li> <li>■ Adaptive Front-Lighting System (AFS)</li> <li>■ Intelligent Around View Monitor</li> <li>■ Intelligent Rear View Mirror</li> </ul>	Helps the driver drive with peace of mind
<p>Risk has appeared</p> <ul style="list-style-type: none"> <li>■ Intelligent Forward Collision Warning</li> <li>■ Lane Departure Warning</li> <li>■ Intelligent Lane Intervention</li> <li>■ Blind Spot Warning</li> <li>■ Intelligent Blind Spot Intervention</li> <li>■ Intelligent Back-up Intervention</li> <li>■ Intelligent Driver Alertness</li> <li>■ Rear Cross Traffic Alert</li> </ul>	Helps the driver avoid or lessen the severity of an accident
<p>Crash may occur</p> <ul style="list-style-type: none"> <li>■ Intelligent Emergency Braking</li> <li>■ Anti-lock Braking System (ABS)</li> <li>■ Vehicle Dynamics Control (VDC)</li> <li>■ Emergency Brake for Pedal Misapplication</li> </ul>	
<p>Crash is unavoidable</p> <ul style="list-style-type: none"> <li>■ Front Pre-Crash Seatbelts</li> </ul>	Helps reduce injuries when a collision is unavoidable
<p>Crash</p> <ul style="list-style-type: none"> <li>■ Zone Body Construction</li> <li>■ SRS Airbag Systems</li> <li>■ Pop Up Engine Hood</li> </ul>	
<p>Post-crash</p> <ul style="list-style-type: none"> <li>■ Automated Airbag-Linked Hazard Lamps</li> <li>■ SOS Call (HELPNET)</li> </ul>	

## Latest Safety Technologies\*

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

### Risk has not yet appeared

#### ProPILOT/ProPILOT Assist

ProPILOT/ProPILOT Assist is a driver assistance system that can help speed control, lane centering and brake assist functionalities. ProPILOT 2.0/ProPILOT Assist 2.0 offers a wide range of support for drivers traveling on a multi-lane highway by setting their destination in the navigation system to set a predefined travel route, such as hands-off driving while cruising in a given lane and lane changes for passing and branching off. The new ProPILOT2.0 also enables hands-off driving while cruising in a given lane. When the vehicle approaches a road divide, or when passing a slower vehicle is possible, the system judges the appropriate timing of branching off or passing based on information from the navigation system and 360-degree sensing. Intuitive audio and visual guidance is given to the driver, who is prompted to put both hands on the steering wheel and confirm the start of these operations with a switch.

#### ProPILOT Parking

Steering, acceleration, braking, shifting, and the parking brake can be controlled automatically by the system and assist the driver until parking is completed. Drivers are able to choose the parking style from among rear-facing, forward, and parallel parking depending on the scene.

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### **Intelligent Around View Monitor (with Moving Object Detection Function)**

The system displays a bird's-eye view of the vehicle which shows the vehicle and parking space orientation and aids the driver in smooth parking.

The system can also detect moving objects around the vehicle and warn the driver of detected objects to help support safe maneuvers when parking or departing from a parking space.

### **Intelligent Rearview Mirror**

When the switch is turned on, the Intelligent Rearview Mirror shows the view through a rear-mounted camera, helping provide clear rearward visibility.

Any cargo or vehicle occupants inside the vehicle do not impede the mirror's rearward view. Additionally, the sensitivity of the camera can be increased at night or in other low-light conditions, providing the driver with a clear rearward view in a variety of circumstances.

## **Risk has appeared**

### **Lane Departure Warning (LDW) /**

### **Intelligent LI (Intelligent Lane Intervention)**

LDW can alert the driver with a warning display in the instrument panel and an audible alarm if the vehicle is likely to move out of the lane. In addition, the intelligent LI generates a force to help bring the vehicle back toward the center of the lane for a short period of time, helping the driver to move the vehicle back into the lane.

### **Blind Spot Warning (BSW)**

When the system detects a vehicle driving in an adjacent lane approaching

the rear of the driver's vehicle, it alerts the presence of this vehicle to the driver. When the driver has the turn signal indicator on, visual and audible warnings are provided.

### **Intelligent Blind Spot Intervention (I-BSI)**

When the system detects a vehicle driving in an adjacent lane approaching the rear of the driver's vehicle - a common blind spot area, it notifies the driver with an indicator light. If the driver then begins to change lanes, the system warns the driver while applying slight braking force to help avoid a collision with the vehicle in the adjacent lane.

### **Intelligent Driver Alertness (Erratic Steering Warning)**

While driving at a high speed (60kph/37mph or higher), a visual warning in the meter display and an audible signal urge the driver to take a break when this system detects via the driver's steering activity that driver alertness may be reduced.

### **Rear Cross Traffic Alert (RCTA)**

This system warns the driver with an audible alert when there is risk of collision with a detected vehicle crossing the rearward direction of the reversing vehicle.

## **Crash may occur**

### **Intelligent Emergency Braking**

When the front-mounted camera detects a vehicle or pedestrian ahead and the risk of collision increases, visual warnings appear in the meter display and an audible signal warns the driver to take appropriate action. If the driver



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does not reduce speed appropriately, braking is applied to help avoid or reduce the severity of a frontal collision.

### Emergency Assist for Pedal Misapplication

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

### 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. Going forward, the technology will be introduced in a growing number of models, including the electric SUV ARIYA.

We are progressively deploying ProPILOT/ ProPILOT Assist globally in a wider range of vehicle types. So far, in Japan, has been available in the Serena, Nissan LEAF, X-Trail, Nissan Kicks, and Note. In the U.S. and

Canada, ProPILOT/ ProPILOT Assist is available in the INFINITI QX50, Rogue, Rogue Sports, Altima, and Nissan LEAF. In Europe, it is available in the Nissan LEAF, Qashqai, X-Trail and Nissan Juke. And in China, it is offered on the Altima, X-Trail, Qashqai and INFINITI QX50. The new Nissan DAYZ, was the first “kei” vehicle to offer this feature and its now also offered in the Nissan ROOX, and in total, more than 1,110,000 vehicles equipped with ProPILOT/ ProPILOT Assist have been sold as of the end of March 2021. We intend to deploy the technology in 20 models for sale in 20 markets by the end of fiscal 2023, when the number of ProPILOT/ ProPILOT Assist-equipped vehicles sold annually is expected to reach 1.5 million.

### From Preventive Safety to Autonomous Driving

We are enhancing our preventive safety technologies to support the four basic steps in avoiding accidents: sensing, cognition, judgment and action. Today we are developing autonomous driving technologies as the next step in our approach to driving safety. We believe that autonomous driving could help reduce traffic accident - more than 90% of which have human error as a contributing factor - and help realize a society with virtually no traffic accidents.

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

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

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

## Nissan's Traffic Safety Activities: Involving People

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

### Initiatives in Japan

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

Furthermore, we launched a traffic safety project\* in 2018 together with a research department in Niigata University. One of the outcomes from these efforts is the "Wheel Spinning (Guru-Guru) Exercise", developed in March 2020, which promotes and encourages safe driving among senior drivers. 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.

We are engaged in a wide range of activities with the aim of realizing a mobile society with zero traffic fatalities, that embraces diversity and leaves no one behind. We stand by the members of society who are at a social disadvantage including in the area of transportation, such as small children,

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the elderly, foreign visitors and those cut off from public transportation because of depopulation.

\* Traffic Safety Project

ToLiTon (Town, Life and Transportation) Safety Initiative

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

### Omoiyari Light Promotion

On November 10, designated "Day of Good Lighting", we supported people in nine regions in taking the initiative to encourage drivers to turn on their headlights before dark. In addition, the TRY-LIGHT ONLINE forum was held on December, 2020 to promote safety in a fun way befitting the Omoiyari Light Promotion. Participants in the forum nationwide had discussions including journalists. This event was a great opportunity to promote horizontal connections and further enhance activities. This event was also streamed, and we received comments from viewers in support of the movement.

Throughout the year, the Global Headquarters Gallery hosts daily presentations at dusk about the Omoiyari Light Promotion during which Nissan's "Miss Fairlady" PR staff members hold up signboards



Nationwide voluntary participation in the campaign to turn on headlights

encouraging drivers to turn on their headlights.

By urging greater awareness of, and action on, safety among corporations, nonprofit organizations, car-lovers and other stakeholders, these activities have helped our Omoiyari Light Promotion steadily gain broad acceptance among the public.



TRY-LIGHT ONLINE forum

### Traffic Safety Future Creation Lab

The laboratory will prioritize reducing the number of traffic accidents caused by elderly drivers, which has become a major social problem. Previous research has shown that driving errors are related to a decline in cognitive ability and basic physical functions such as muscle strength and vision. The laboratory will take on the challenges of accurately understanding this relationship, tracing these declines back to lifestyle, culture, and community, and using the results of this research to create traffic safety solutions that will allow elderly drivers to drive safely and in good health for a long time. Therefore, the researchers who will participate in the laboratory will come from a wide range of fields such as biomedical engineering, medicine and hygiene, lifestyle and apparel design, and social design, and we will find a wide range of partners such as local governments, medical institutions, educational institutions, and community development organizations. This approach of integrating various fields of expertise, regions, and generations known as the "diversified innovational method" is one of the characteristics of this laboratory.

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Researchers are already working on research themes that are currently being planned. In addition, the laboratory will work to disseminate the "Wheel Spinning (Guru-Guru) Exercise" co-developed by Nissan and Niigata University nationwide.



Measuring driving characteristics with an actual car



Measuring visual functions with a driving simulator

## Society: Working Together with Society

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

### Installation of SOS Call (HELPNET) Advanced Automated Reporting System

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, tailgating and other forms of road rage, is now installed in the Nissan DAYZ, the first in minicar segment in Japan. We will be gradually expanding the number of models where the system is available. 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.

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## Applying NASA Technology to Develop AI for Autonomous Vehicles

To realize fully autonomous city driving, we are developing the Seamless Autonomous Mobility system (SAM). SAM will be able help cars safely navigate unforeseen situations like accidents, road construction and other obstacles. When autonomous decision-making is difficult, a remote operator draws up an ideal route to manage the situation and sends it to the vehicle for execution.

## Field Operation Test of Smart city

On February 2, 2021, three local governments and eight companies, including Nissan, signed an "Agreement on Collaboration for Community Development Using New Mobility in the Hamadori Region of Fukushima Prefecture".

The purpose of this agreement is to work together with local residents for community development of the future with dreams and hopes, utilizing the resources, advanced technologies and know-how of each company, for the reconstruction from the Great East Japan Earthquake and the future community development of Namie Town, Futaba Town and Minami-Soma City. Specifically, the companies will collaborate in the areas of community revitalization and resilience, as well as the creation of mobility services that will provide a new means of transportation and low-carbon initiatives through the use of renewable energy, with the aim of realizing sustainable community development.

The town of Namie conducted a field operation test, the "Namie Smart Mobility Challenge", using a shuttle service and other means of transportation using EVs, which are a completely new means of transportation, useful for business and tourism, and also friendly to the elderly and other "mobility disadvantaged" people. Shrinking access to public transportation due to depopulation and aging is a common issue in Japan's regional cities. By providing new mobility services that are safe, secure, and convenient, we will work to help solve these issues and become a model case for better community development.



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# PRODUCT SAFETY AND QUALITY

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## Product Safety and Quality Policies and Philosophy

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

As mobility needs rise worldwide, driven by increased urbanization and structural changes in the global economy, Nissan is 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 focused ethos, Nissan aims to be recognized by customers as a brand offering top-level quality in both products and sales and services.

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

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

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



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## Product Safety and Quality Management

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

### Management Systems for Product Safety and Quality

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

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

## Product Safety and Quality Achievements

### Reflecting Customer Feedback in Activities to Enhance Quality

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

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

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

Our customer call center in Japan, for example, receives around 200,000 comments and questions from customers annually. All catalogs, instruction manuals and similar materials published over the last 50 years have been digitized for easy searching, letting operators address customer concerns as quickly as possible. Operators also have access to a database of frequently asked questions and their answers, organized into three segments by vehicle models, keywords and categories.

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



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

## Incorporating Customer Feedback into Products and Services

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

Product quality is about more than just a lack of mechanical faults—it includes any factors that could 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 (CQE) 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. The forums are organized cross-functionally by all divisions from R&D to service. In recent years experiential events that lead to actions being taken have been organized in order to raise all employees’ 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.

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## Improving Product Quality

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

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

## Approaches in Development and at Manufacturing Plants

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

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

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

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## Producing Products of Consistent Quality Worldwide

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

### Nissan's 4G Strategies

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

## Implementing Quality Tests Envisioning a Myriad of Situations

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

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

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

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

## Activities to Improve Market Quality

### Swiftly Improving Quality in Local Markets

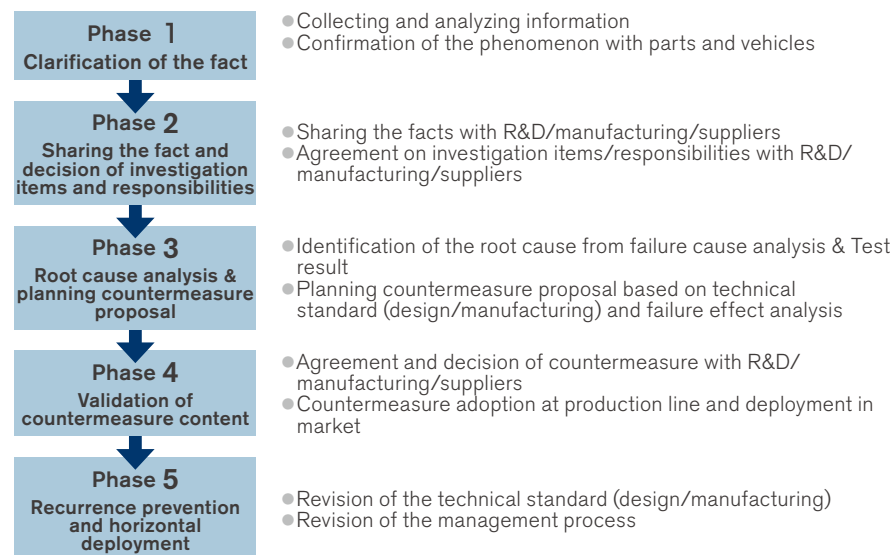
We are strengthening direct communication with sales companies and customers to promptly identify and respond to customer dissatisfaction and defects. Our TCSX (Total Customer Satisfaction Function Division) addresses customer dissatisfaction and quality issues based on information from sales companies and the customer call center. It shares information

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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 18 FQCs in Japan, the U.S., Europe, China, Mexico, Brazil, South Africa, India, Australia, Thailand, Malaysia and other locations.

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



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

### Improving Initial Quality

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

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### Enhancing Durability

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

### Fair and Prompt Response to Material Quality Issues

As an automobile manufacturer, Nissan's primary responsibility is to do its best to prevent product defects from occurring. At the same time, it is our responsibility to be prepared for worst-case scenarios in the manufacture of automobiles, which are extremely 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 made from the perspective of compliance with laws and regulations, as well as from the perspective of how the issue affects customer safety. Our top priority is to ensure the safety of our customers and minimize inconvenience to them, and any recalls deemed necessary are promptly implemented.

### Recalls in FY 2020\*1

Country/Region	Number of Recalls	Recalled Vehicles (1,000 units)
Japan	14	277
North America	21	3,270
Europe	11	352
Other	21	93
Global	49*2	3,993

\*1 Since they are source from internal data, these figures may differ from data published by government authorities.

\*2 The total number of recalls is calculated by counting each recall measure as one case; therefore, the aggregate number of recalls by country/region does not sum to the global total.

### Approaches with Suppliers

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

### Promoting Risk Evaluation and Reduction Management Among Suppliers

We promote stronger global management at the head offices of our suppliers with global operations even as we work to enhance our own global quality management. Nissan representatives visit each supplier's plants and check the quality control conditions on their production lines. We also

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offer support for suppliers' efforts to meet the quality control standards we require.

In addition to these activities, we have prepared checklists based on successful resolution of past issues and work not only with direct suppliers but also with tier-2 suppliers to implement quality improvement measures.

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

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

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

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

For all Nissan suppliers, we are implementing a "Supplier Score Card" containing an assessment of diagnostic measurements like delivered

quality and market quality as well as the SHC\*3 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. We are implementing initiatives to ensure quality in response to changes in the environment, such as remote checks from fiscal 2020.

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

Click here for more information on ANPQP.

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

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

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

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## Sales and Service Quality Improvement

Nissan continues to improve not only vehicle quality but also quality of sales and aftersales service at Nissan dealership seeking to exceed customer expectations at all touch points. Through effective management of sales and service quality at dealerships in major markets around the world, we strive to improve CS (Customer Satisfaction) by adhering to the Nissan Sales and Service Way (NSSW).

### Nissan Sales and Service Way (NSSW)

NSSW is a set of global guidelines designed to improve customer perceptions of our brand and products. It aims to increase satisfaction with our sales and aftersales service in targeting to achieve top-level CS in key markets including Japan, the U.S., China, and major European markets and we conduct a range of activities based on the NSSW.

In particular, we set global standards in hardware and software aspects to provide customers with a consistent sales and service experience.

## Updating Global Dealership Standards

In response to the diversification of our customers' expectations and lifestyles, we introduced the Nissan Retail Concept (NRC) to dealerships around the world to promote standardization for providing consistent brand experience.

With the rapid spread of digitalization, consumers' purchasing behavior and ownership experiences are changing dramatically. To respond to these changes, we have introduced global standards for improving our dealership operations, from new standard shop designs to digital environments for dealerships. Adoption of the new standards has already begun in key countries, and more than 2,200 stores had completed the facility standard adoption by the end of fiscal 2020. We continue to deploy the new concept in our stores around the world.

The new dealership layout and design is intended to appeal to all customers, from those who come to purchase a new car to those who come for vehicle inspection or servicing, creating comfortable, welcoming spaces that offer needed services as efficiently as possible. With the adoption of digital tools, we are aiming to make dealership operations more efficient and assist customers considering the purchase of a new car.

NRC also incorporates key Nissan brand elements such as Nissan Intelligent Mobility\*, electric vehicles, the NISMO performance sub-brand, light commercial vehicles and Nissan Intelligent Choice (our premium certified pre-owned car program).

\* Click here for more information on Nissan Intelligent Mobility.

<https://www.nissanusa.com/experience-nissan/intelligent-mobility.html>



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## Shift to more individual customer-focus company

As our customers expect more personalized and frictionless experience, we are shifting our focus from mass-market generic initiatives to more personalized individual initiatives aimed at delighting our customers.

To ensure to implement these initiatives, Nissan Academy, a special team for educating dealers, develops and conducts training for dealership staff and management to go beyond customer expectations.

To focus on the voice of each individual customer and quick problem resolution, we implemented Quick Voice of Customer (Quick VOC). It is not a survey but a powerful tool to capture customer's feedback with 3 simple questions and free verbatim. In case customer shows any concerns, Quick VOC 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.

To boost our activities at dealerships, we train area managers and continuously improve our practices. These area managers analyze dealer operations, develop improvement plans based on their individual situations and support

their implementation, to let dealers continue autonomous improvements. We continue to improve the quality of our sales and service in order to improve satisfaction among customers who visit our dealerships.



New logo Nissan dealer outlet

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# SUPPLY CHAIN MANAGEMENT

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## Supply Chain Strategy

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

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

## Nissan's Approach to the Supply Chain

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

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

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

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

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

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

## Supply Chain Company Organization

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

# APO

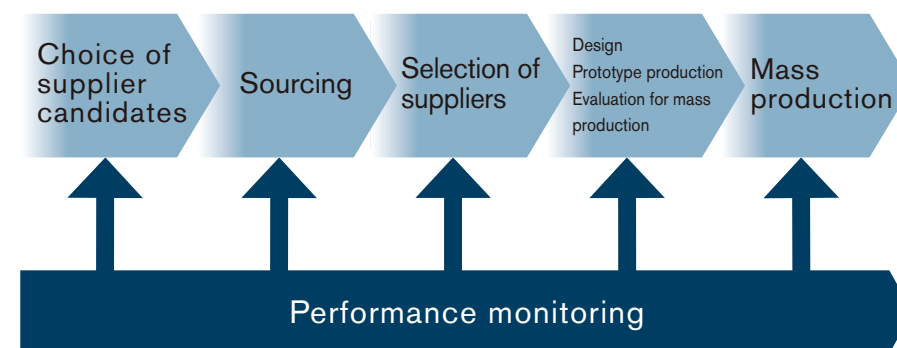
## Alliance Purchasing Organization

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



RENAULT NISSAN MITSUBISHI

## Processes from Supplier Selection to Mass Production



## Working with Suppliers

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

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## Supply Chain Management Policies and Philosophy

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

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

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

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

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

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

In addition, suppliers are requested to undergo assessments by third parties. The guidelines mandate that suppliers comply with laws and regulations. If suppliers are found to be in a state of non-compliance, the guidelines prescribe required responses, such as filing a report immediately, conducting an investigation and formulating corrective measures. In the case of a non-compliance incident, we will take firm action based on our regulations and do everything necessary to prevent a recurrence. In fiscal 2020 no human rights violations, such as discrimination, occurred, and no supplier was found to be at serious risk of forced labor or child labor.

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

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

### Suppliers and Environmental Activities

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

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

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

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

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

Based on the NGP2022, we hold annual environmental briefing sessions and have since fiscal 2012 conducted surveys to ascertain CO2 emissions,

water usage, waste production and other data related to our burden on the environment. To further enhance our activities in this area, in fiscal 2014 we adopted the supply chain program run by CDP, an international environmental NPO that manages a global system for disclosing corporations' environmental impact and strategies. In fiscal 2020, based on these surveys, we continued encouraging some suppliers to improve their environmental activities.

\*1 Click here for more information on NGP2022.

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

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

[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Nissan\\_Green\\_Purchasing\\_Guideline\\_2021\\_e.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Nissan_Green_Purchasing_Guideline_2021_e.pdf)

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

## The Role of the Nissan Green Purchasing Guidelines



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## Supply Chain Management

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

Working with Suppliers in Strengthening Our Business Foundations to Address Environmental Issues

[>>> P110](#)

Product Safety and Quality Achievements with Suppliers

[>>> P154](#)

### Evaluation, Monitoring, and Auditing of Suppliers' Sustainability Practices

Nissan has been confirming suppliers' acceptance of the Renault-Nissan CSR Guidelines for Suppliers and check their environmental management systems and their willingness to advance environmental activities with us at the time of supplier selection. Among newly selected suppliers in fiscal 2020, 100% of them met both Nissan's social standards and basic environmental principles.

In 2016 the Renault-Nissan alliance began third-party assessment of suppliers' sustainability activities to raise standards through mutual

confirmation. When results do not meet Alliance standards, suppliers are asked to draw up plans for improvement. We then monitor their implementation. In fiscal 2020, 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.

If there are issues with the supply of parts and materials, they may lead to problems not only for Nissan's production but also supply chain as a whole. We therefore position the following measures as part of sustainability activities and implement: (1) confirming supply risks under normal circumstances; (2) following up annually on quality, cost, delivery, development, 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 2020 there were no suppliers whose compliance was problematic, and no supplier contract was terminated for such a reason.

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## Promotion of *Monozukuri* Activities with Suppliers

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

### THANKS

Trusty and  
Harmonious  
Alliance  
Network  
Kaizen activity with  
Suppliers

## Engagement with Suppliers

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

## Recognizing Supplier Contributions Worldwide

Each year we recognize the contributions of our suppliers to the development of our business and improvement of our performance with awards presented at the global level as well as in each of the regions where we operate. At the Nissan Global Supplier Awards, we present Global Quality Awards to suppliers showing exceptional performance in quality for the year, and Global Innovation Awards to suppliers whose innovative initiatives improved Nissan's brand and product power. Global Quality Award recipients are selected by Nissan's purchasing, quality and other divisions using standard criteria applied worldwide. Global Innovation Award recipients are selected from suppliers nominated by Nissan's production, development and other divisions in two categories: product technology and process management. In fiscal 2020, five companies received Global Quality Awards, while Global Innovation Awards went to eight companies.



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## Responsible Minerals Sourcing

### Minerals Sourcing Policy

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

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

Based on its Global Minerals Sourcing Policy Statement, Nissan references to OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas to implement due diligence related to minerals sourcing in its supply chain. From 2021, the Renault-Nissan-Mitsubishi alliance has also joined the RMI\* and will work with its suppliers to assess risks and will strengthen its efforts to take corrective actions furthermore whenever issues are identified.

\* Click here to download Global Minerals Sourcing Policy Statement.  
[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Minerals\\_Sourcing\\_Policy\\_e.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Minerals_Sourcing_Policy_e.pdf)

\* 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.

## Responsible Minerals Sourcing Management

### Governance System for Supply Chain Due Diligence

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. If necessary, the results are also reported to the Executive Committee (EC), Nissan's highest decision-making body, for use in determining future initiatives.

### Conflict Minerals Management

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

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

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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 2020 we conducted surveys in 10 markets, Japan, the United States, Mexico, Europe, China, Thailand, Taiwan, India, South Africa and Brazil. No suppliers were found to be using minerals from smelters/refineries believed to be connected to armed groups.

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

\* Click here for more information on our actions for minerals sourcing.  
[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Minerals\\_e.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Minerals_e.pdf)

\* 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.

### Management of Cobalt

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

Since 2018, Nissan has conducted interviews with its lithium-ion battery suppliers and follows up with them on a regular basis and is identifying its supply chain. We are enhancing our approach to identifying cobalt smelters/refineries by referencing the OECD Due Diligence Guidance. Any identified smelters/refineries will be disclosed on an ongoing basis.

\* Click here for more information on our actions for minerals sourcing.  
[https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Minerals\\_e.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/SR/Minerals_e.pdf)

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# HUMAN RESOURCE DEVELOPMENT

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## 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.

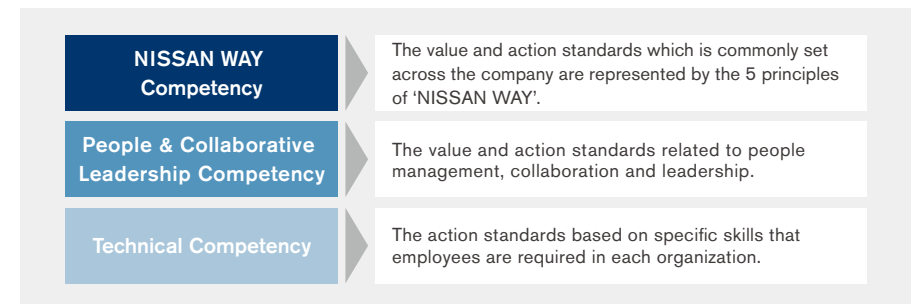
In addition, to provide employees with effective learning opportunities even in remote work environments, we provide over 20,000 types of e-learning content on a global basis and are also promoting the expansion of digital learning infrastructure by preparing an environment so that employees can take courses on their own mobile devices.

GRI103-2 GRI103-3 GRI404-2 GRI404-3

## 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 to support employee's motivation for growth, self-development, and to enhance teamwork, and the expertise.



Based on these, we have introduced "Competency Appraisal" measuring an employee's skills, knowledge, and attitude and "Performance Appraisal" measuring to what extent the employee achieved their goals. These are used to appropriately evaluate employee contributions to the company and determine compensation.

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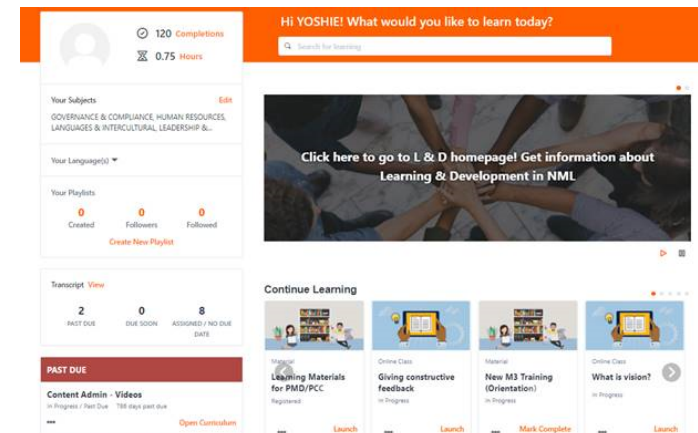
## Support for Self-Designed Careers

At Nissan, all employees have an opportunity twice 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 career. 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. 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 2020, a total of 238 employees applied for approximately 450 open posts, and 113 of them succeeded in getting the positions they applied for.

## Offering Learning Opportunities



Based on our firm belief that employees are our most important asset and that 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 contents 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

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enables each individual to learn using their mobile devices under remote working conditions.

### 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 on AI and IoT for approximately 10,000 employees.

## 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

We developed a Global Training Program (GTP) and have provided 19000 engineers with fundamental training at R&D sites worldwide since 2012. Furthermore, in recent years, we have moved forward with plans for more advanced and specialized training, including training in the areas of Electric Vehicles, Autonomous Driving Technology 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.

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## 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 and 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 and Collaborative Leadership, creating an environment where employees can take training that strengthens relevant skills and leadership.

## 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 in global functions so that they can acquire 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. 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. In order to effectively operate these talent management schemes, meetings dedicated to human resources are regularly held with corporate officers. There, outstanding 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 resources 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.

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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 like purchasing and accounting. In fiscal 2021, the system's 16th year, 45 Expert Leaders and one Fellow are playing an active role in a total of 85 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	FY2018	FY2019	FY2020
Number of learners	241,674	263,240	330,784
Total hours of training	482,103	590,696	549,490
Hours per learner	21.5	26.0	24.3
Learner satisfaction (out of 5)	over 4.2	over 4.2	over 4.2
Investment per employee (¥)	86,000	90,000	83,000



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# LABOR PRACTICES Respecting the Rights of Workers

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## Policies and Philosophy on Respecting the Rights of Workers

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

\* For more information on the Nissan Human Rights Policy Statement.  
[https://www.nissan-global.com/COMMON/DOCS/CSR/LIBRARY/nissan\\_human\\_rights\\_policy\\_e.pdf](https://www.nissan-global.com/COMMON/DOCS/CSR/LIBRARY/nissan_human_rights_policy_e.pdf)  
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## Management That Respects the Rights of Workers

Under the "Value Diversity and Provide Equal Opportunity" code within the Global Code of Conduct, Nissan requires its employees to respect and value the diversity found among the company's employees, business partners, customers and communities, while rejecting discrimination and harassment in all forms, regardless of magnitude. Nissan executives and employees must respect the human rights of others and may not discriminate against or harass others based on race, nationality, gender, religion, disability, age, place of origin, gender identity, sexual orientation or any other reason; nor may they allow such a situation to go unchecked if discovered. We also work to ensure that all employees, both male and female, can work in an environment free from sexual and other forms of harassment. In addition, we have implemented a system called SpeakUp\*1, which enables internal reporting of any suspected breaches of all internal policies, including the Global Code of Conduct.

\*1 For more information on a globally integrated reporting system.

[>>> P221](#)

\* For more information on our human rights initiatives.

[>>> P117](#)

\* For more information on Business Ethics: Management

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## Building a Workplace Environment Where Employees Can Work with Peace of Mind

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

In 2021, we released the "Nissan Global Guideline on Human Rights" on our corporate website 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.

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

## Achievements in Respecting the Rights of Workers

### Diversifying Work Styles with "Happy 8"

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

\* Click here for more information on "Happy 8."  
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# LABOR PRACTICES Dialogue with Employees

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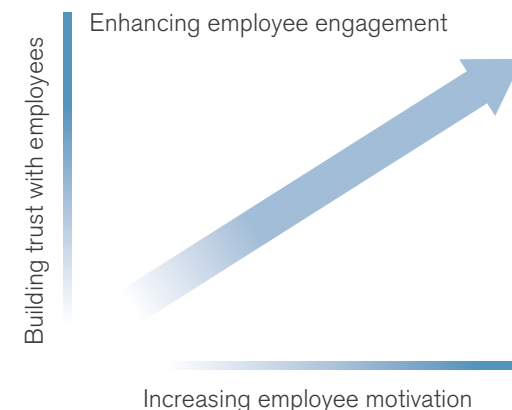
## Policies and Philosophy on Dialogue with Employees

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

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

## Guidelines for Dialogue with Employees

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



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## Management of Dialogue with Employees

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

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

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

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

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

## Achievements in Dialogue with Employees

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

### Strengthening Communication to Build Trust and Increase Motivation

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

Click here for more information on NISSAN NEXT.  
<https://www.nissan-global.com/EN/IR/MIDTERMPLAN/>

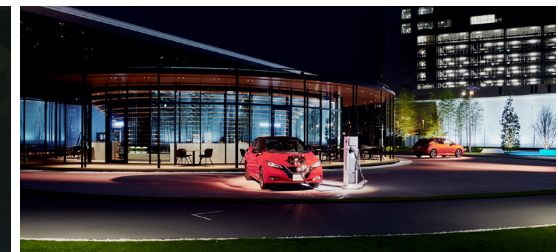
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## Enhancing Communication Channels

To build trust with employees, companies must disclose information in a fair and open manner, so we punctually provide our employees with information on business results including financial announcements.

In order to get employees engaged and motivated, swift communication on information regarding Nissan Intelligent Mobility initiatives as well as the company's other products, services and technologies is provided, which enables employees to deepen their understanding on these important initiatives. We proactively update our employees on setting a new goal to achieve carbon neutrality in 2050, development of autonomous driving technologies, new services using connected technology and other long-term projects.

In 2020, we held a "Family Day" for employees and their families at the Nissan Pavilion, which opened in the Minato Mirai district of Yokohama for a limited time. About 270 employees and their family members were selected by lottery to participate in the special program, which was held with the aim of helping them regain confidence and pride in Nissan.



Nissan Pavilion in Yokohama; CEO Uchida interacts with employees and their families in October 2020

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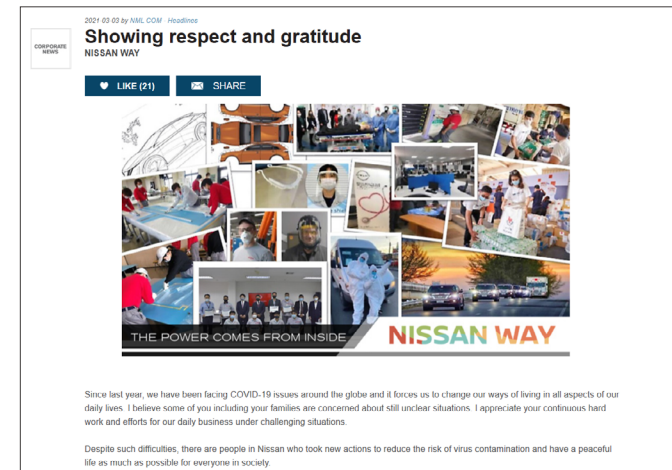
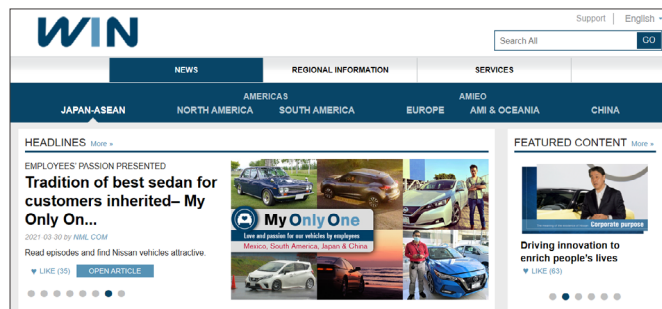
We are enhancing coordination among our various departments and with executives and actively sharing information that contributes to relationships of mutual trust and higher employee motivation.

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

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

Since we introduced a corporate intranet system accessible by all employees globally called WIN (Workforce Integration @ Nissan), it has been actively

used to promote communication, information sharing and collaboration among employees. WIN has expanded beyond the Nissan Group, and the audience has now begun to include Nissan's major affiliates as well. In fiscal 2014 Nissan began issuing Engagement Kits summarizing its global operations, business performance and major achievements, and corporate direction. These kits are distributed to general managers every month and are used as communication tools for information sharing. The general managers receiving this information are responsible for sharing it in their respective departments. This is intended to promote workplace communication, deepen employee understanding and raise motivation. In addition, in Japan 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.



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



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## Strengthening Communication Between Executives and Employees

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

In fiscal 2020, in addition to the presidential address and MIEs, we held a Roundtable, where the CEO directly interacted with employees, and a Town Hall Meeting, where the CEO delivered a message to global employees. More than 1,200 employees from around the world participated online in the first roundtable held for global employees in June. In addition, more than 7,700 employees worldwide participated in the Town Hall Meeting held in January at start of the new year.



CEO Roundtable

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



CEO Town Hall Meeting

We also received a number of requests for more opportunities such as these, and we plan to conduct more roundtables in each region, focusing on specific audiences to further enhance the dialogue with employees.



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## Employee-Executive Exchange Meetings

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



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# EMPLOYEES' HEALTH AND SAFETY

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## Employees' Health and Safety Policies and Philosophy

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

### Nissan Motor Co., Ltd. Basic Policy of Safety and Health

(Shared core value)

**Safety and Health is our core value and top priority.**

(Basic Policy)

From top management to each individual employee, Nissan recognizes that the health and safety of everyone is our top priority. The company continuously and aggressively strives toward realizing zero-accidents, zero-illness, and vigorous workplace safety by optimizing the working environment and promoting individual physical and mental health.

Nissan Motor Co., LTD. Representative Executive Officer,  
President and CEO



Makoto Uchida

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## Employees' Health and Safety Management

The work environment relating to employee safety and health is managed uniformly according to a Basic Policy of Safety and Health at all Nissan sites, both in Japan and globally.

In Japan, we hold a Central Safety and Health Committee meeting each year chaired by the executive in charge of human resources and attended by management and labor union representatives from Nissan facilities.

Activities over the past year are reviewed in such areas as workplace safety, fire prevention, mental health, health management and traffic safety, and then plans are laid out for the following year. The Safety and Health Committee at each facility meets each month, and these meetings are attended by labor union representatives. A safety and health officer and a traffic safety officer are assigned at each workplace to ensure the effectiveness of day-to-day safety activities.

Globally, each facility applies the PDCA (plan, do, check, act) cycle. A teleconference is held twice a year linking all Nissan facilities worldwide to share information and discuss key issues. Regional managers for employee safety and health also meet every other year for a Global Safety Meeting.\*1 In the event of an accident, its details and responses are swiftly shared with facilities around the globe in an effort to prevent the recurrence of similar accidents.

Nissan has set global medium-term goals for health and safety and is managing their progress. We are aiming for zero fatalities and are currently

adjusting our fiscal 2022 target for the accident frequency rate based on a new calculation method. In the near term, we have set a goal for this fiscal year to achieve lower frequency than in the previous year.

Many facilities both in Japan and globally have introduced the OHSAS 18001\*2 occupational health and safety management system while at the same time, compliance with the new standard ISO 45001\*3 is also progressing at these facilities. These efforts create a strong structure for ensuring the implementation of employee safety and health activities.

\*1 In FY 2020, the group meeting was suspended to prevent the spread of COVID-19 infection.

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

\*3 ISO 45001: Another internationally recognized standard for occupational safety and health management systems that replaces OHSAS 18001.

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## Employees' Health and Safety Achievements

### Employee Safety Initiatives

#### Global Standardization of Occupational Safety Standards

It is essential to create a workplace that takes into consideration the health and safety of each individual in order for employees to reach their full potential.

Nissan has introduced its own safety and fire risk management diagnostic method to proactively identify potential occupational accident risks in the workplace environment and take measures to address them to improve the work environment for employees. Since 2010, we have been globally standardizing metrics related to occupational safety, which used to vary among our global sites, and are monitoring the status of workplaces around the world every quarter.

#### Creating Safe Workplaces

Nissan employs its own safety management diagnostic methods, as well as a risk-assessment approach to workplace management, to help reduce hazards in the work environment and prevent accidents. Two tools developed internally by Nissan to identify the risks of work accidents are the Safety Evaluation System (SES) and 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 to help reduce incidents. The use of these tools has been effective in achieving these aims.

Global initiatives to avoid accidents and create a safe workplace include

inviting employees from Nissan facilities around the world to undergo training on workplace safety.\*<sup>1</sup> Responsible managers and leaders also received training in SES and F-PES in preparation for the implementation of these programs at all Nissan facilities worldwide, a process that began in fiscal 2014 and was completed in fiscal 2015.

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

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

There were no fatal accidents involving Nissan employees globally in fiscal 2020, as was the case in fiscal 2019. However, in fiscal 2011, 2012 and 2013 there was one fatality each year in South Africa, Spain and North America, respectively. In fiscal 2016, two fatal accidents occurred—one in North America and the other in India. We investigated these fatal accidents and have implemented strict countermeasures to prevent such accidents from happening again at any of our plants. We monitor accident frequency

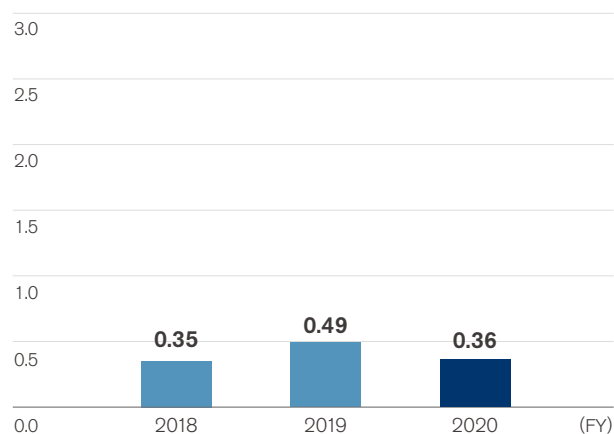
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rates,<sup>\*2</sup> and have confirmed rates are generally in line with the automobile industry average. As we are currently transitioning to a more comprehensive approach to frequency rate aggregation, this report contains only Japan's domestic rather than global rates.

\*1 In FY 2020, the practical training was suspended to prevent the spread of COVID-19 infection.

\*2 Accident frequency rate: Total injury cases ÷ total working hours × 1 million

### Accident Frequency Rate (Japan)



## Improved Production-Line Environment

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

## Countermeasures against COVID-19

We have set global guidelines for COVID-19 countermeasures and all global sites are taking consistent countermeasures and promoting such countermeasures by sharing information about the situation of implementation at each site. Our COVID-19 countermeasures are designed and implemented under the basic idea of protecting employees and their families from infection, as well as implementing measures to prevent infection and its spread not only within the company but also in society.

First of all, we are promoting healthy diet, good sleep, and enough exercise for enhancing immunity to prevent infection. As for specific measures, we are promoting work from home, staggered work hours, providing masks, and undertaking other initiatives. As part of strict implementation of rules for commuting to work, employees check their health before leaving home to work, and if they are not feeling well, they must stay at home. When entering Nissan premises, a body temperature check, hand disinfection, and mask-wearing are required. Masks are provided to employees at each site in Japan

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and other regions such as North America, Latin America, Europe, Africa, the Middle East, India, and Asia. In Africa, the Middle East, India, and Mexico, we distribute "COVID-19 family kits" containing masks, disinfectant, and other items to support both employees and their families.

As a countermeasure for areas within the company, social distance is maintained in all areas such as office seats and meeting rooms. And if distance cannot be maintained, partitions are installed to prevent droplet infection. In addition, we disinfect shared furniture and meeting rooms before and after meetings to thoroughly prevent contact infections. In particular, company cafeterias are considered to have the highest risk of both droplet and contact infections, so we are especially focusing on countermeasures at these facilities in all of our sites.

Furthermore, in Japan, as soon as an employee is found to have undergone PCR testing, the workplace is disinfected and those who have come into close contact with the employee are identified and suggested to stay home to prevent the spread of infection within the company and throughout the community.

When the so-called third wave of the pandemic came, we installed CO<sub>2</sub> monitors and circulators at the production lines and employee break time area to strengthen ventilation measures. In this way, we are constantly working to strengthen our countermeasures by monitoring the situation of the local trend.

We will continue to strengthen our COVID-19 measures for protecting employees, their families, and society.

## Employee Health Promotion and Management

Mental and physical health are essential for creating workplaces where employees can work with vitality and lead healthy lives with their families also after retiring from Nissan.

Nissan considers the safety and health of employees to be not only an issue for individuals, but also an important issue for Nissan to survive 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 Health and Productivity Management, in which we consider the health of our employees from a management perspective and implement measures strategically and honestly.

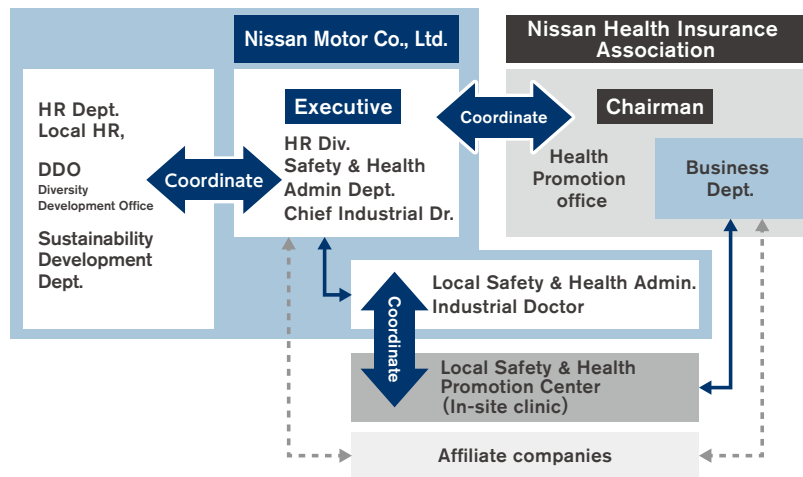
### NML's 'Health and Productivity Management'



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## Organizational Structure for Health Promotion

Nissan's health promotion activities are carried out to promote physical and mental health of employees, in cooperation with the Nissan Motor Health Insurance Association (Workplace Health Promotion Center) which has medical professionals, and Safety and Health Department of both head quarter and each site, and related departments at each site.



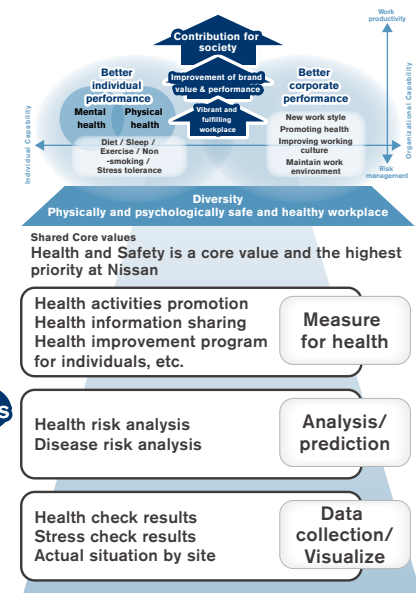
## Approaches to Health Issues

Under the aforementioned 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 set measures

for health issues for more effective efforts, we believe that single-year and medium-term plans are both necessary, and we are setting issues by integrating issues from annual reviews and medium-term issues based on a Strategy Map.

To promote health activities, the company, industrial doctors, the health insurance association, and partner companies hold health management meetings to implement a PDCA cycle of issues, measures, implementation, and progress. In fiscal 2021, the entire company is working together on health promotion activities to address health issues that have become apparent during the COVID-19 pandemic.

From top management to each individual employee aim to realize vibrant organization and workplace





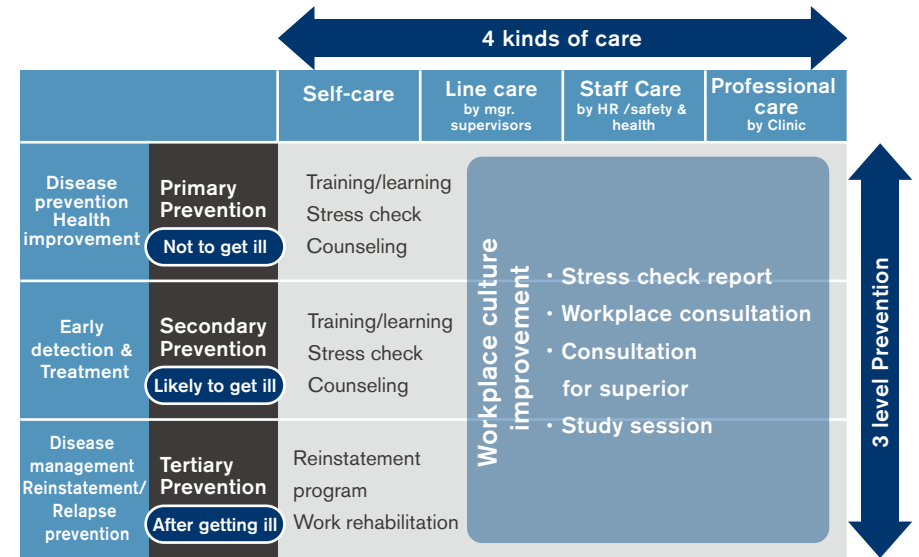
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## Comprehensive Mental Healthcare

As for mental health initiatives in Japan, in 2005, in cooperation with an external mental healthcare provider, Nissan introduced the Employee Assistance Program (EAP), which is a mental healthcare program providing employees with consistent care covering from prevention and early detection to treatment and recovery. The program is designed to achieve the "Four Types of Care" and "Primary, Secondary, and Tertiary Prevention" recommended by the Ministry of Health, Labour and Welfare. The program is open to all employees and their family members, including temporary employees, and provides access to consultation and counseling.

Furthermore, Nissan conducts stress checks and internal questionnaires in parallel. In the area of self-care, we are promoting individual follow-up interviews with company doctors for high-stress employees and counseling by outside counselors. On the other hand, as line care, we conduct organizational analysis using in-house questionnaires and send the analysis result sheets to all managers and supervisors.

In addition, debriefing sessions are held in all sites to raise awareness of the stress situation in the workplace and to raise recognition of necessity for improvement. To improve workplace culture, we also provide support for improvement activities by external experts to the high-stress workplaces and to the workplace requested by managers and supervisors.



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## Initiatives to Facilitate Returning to Work

One of the distinctive features of support for employees on mental health leave is the implementation of return-to-work programs and an in-house rework facility. Appropriate support is required to facilitate an employee's return to work in case of long-term leave or repetitive leave due to a mental or physical ailment. Nissan's return-to-work programs are designed to provide the necessary support to all relative employees by close communication with the concerned employee, supervisor, industrial doctor, and human resources to manage the progress of the return-to-work plan and its implementation. Also our rework facilities (a rehabilitation center to facilitate the smooth return of employees on long-term or repetitive mental health leave) incorporates cognitive-behavioral therapy by specialists and other programs suitable for Nissan employees. By facilitating return to work through such efforts, we have been able to suppress the recurrence of mental health leave.

## Management System for Health Promotion

Increasingly in today's society, employee's health is being viewed not only as an individual issue but also as a key element to the survival of corporations. This has put the strategic management of employee's health and productivity from business perspective in the spotlight.

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 activity according to the actual health issues and activities recommended by Nippon Kenko Kaigi (literally, "Japan health conference"). Nissan has been certified as the excellent health management corporation for three consecutive years since first application. Nissan will continue to pursue health and productivity management to create a work place where employees can work safely, comfortably and in good health, both physically and mentally, because we believe everyone, from the top to each employee, working with vitality will realize activation of the organization and lead to Nissan's growth and contributions to society.



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# COMMUNITY ENGAGEMENT

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## Community Engagement Policies and Philosophy

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

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

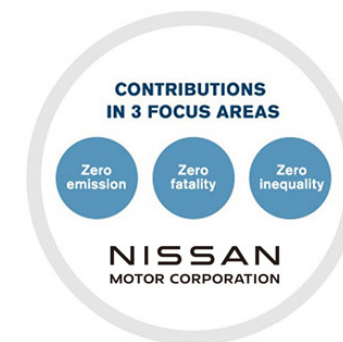
We work with a variety of stakeholders, both governmental and nongovernmental, pooling our respective strengths to address increasingly complex social issues. In line with Nissan's corporate social contribution policies, regional offices and affiliates work on initiatives that address issues relevant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

## Nissan's Approach to Community Engagement

We reviewed our policies for social contribution activities in 2017, deciding to push forward with activities focused on the three areas of zero emissions, zero fatalities and zero inequality. In addition to zero emissions and zero fatalities, areas where any automotive manufacturer should make sincere efforts, we are promoting zero inequality (in other words, diversity 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 nonprofit and nongovernmental organizations that have great expertise in their fields to ensure that its social contributions are effective. We actively support the involvement of our employees in social contribution activities.

For a Cleaner, Safer and More Inclusive Society.



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## Community Engagement Management

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

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

## Company Organization for Community Engagement

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

\* Click here for more information on the Global Sustainability Steering Committee.

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## 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.

Since 2017, we have expanded our partnerships with international environmental protection organizations. We continued a forest conservation program in Indonesia in collaboration with Conservation International, an environmental NGO, and supported climate change education and awareness with the environmental conservation organization WWF Japan through sponsorship of its environmental awareness campaign called Earth Hour 2021.

### Zero Fatalities

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

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### Zero Inequality

We embrace diversity as a management strategy in recognition of its crucial role in boosting corporate competitiveness. Nissan's social contribution activities share this awareness and are aimed at mitigating poverty, providing assistance to the financially and socially disadvantaged and sending emergency relief to disaster-stricken communities. In 2020 we continued our partnership with the NGO Care International Japan and have worked closely to expand our educational program in Thailand, in addition to existing humanitarian efforts in collaboration with Habitat for Humanity.

### Nissan as a Community Member

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

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## Contributing to Local Communities : Achievements

### Social Contribution Achievements in FY2020

Global social contributions (FY2020): ¥1.99 billion

Social contributions include:

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

### Breakdown of FY2020 Global Social Contributions

	Philanthropic activities	Monetary donations	In-kind donations (cash equivalent)	Sponsorships, etc.	Total
Amount (¥ million)	821	726	213	232	1,992
% of total	41.2	36.5	10.7	11.6	100

	Disaster	Contribution in FY2020
	Donations for disaster relief	<p>Torrential rains in July 2020 (Japan)</p> <p>Typhoon relief for the Bicol and Cagayan states (Philippines)</p>

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## Zero Emissions

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

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

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

This program has been well received, so that the number of Eco School classes in Japan has increased. As of the end of March 2021, more than 100,000 children in all have participated in Nissan Waku-Waku Eco School since its launch. The program is conducted not only by visiting elementary schools but also by inviting schoolchildren to our Tochigi, Iwaki, Yokohama, Oppama and Kyushu Plants. In fiscal 2020, the scale of the program was reduced from the original plan due to the impact of the COVID-19 pandemic. We reviewed our past ways of running the events in light of infection prevention measures and supported the children's learning in various ways, such as virtually experiencing the latest Nissan technology using web cams, providing classes on DVD, and conducting online classes via a web conference system.

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

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

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

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

### Sponsorship for an Environmental Awareness Campaign of World Wide Fund for Nature Japan (WWF Japan)

Nissan supported the environmental awareness campaign Earth Hour 2021 organized by WWF Japan by sponsoring the event and calling for employees worldwide to take action to turn off lights, while Nissan's operating companies in Japan and overseas participated in the lights-off movement.



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

In 2017, we began working with the environmental NGO, Conservation International (CI), to restore degraded forests around Indonesia's Mount Agung, so that they may continue to provide fresh water to the urban areas of Bali. This initiative takes a comprehensive approach to improve the environment around rivers and coastal areas by restoring forests in mountainous upstream regions, in conjunction with government bodies and local communities.

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



A bee farm at forest being restored to generate income for local citizens

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

Nissan North America (NNA) supports a nonprofit organization in Nashville, Tennessee called Urban Green Lab (UGL). UGL gives children the opportunity to think and learn about environmentally friendly, sustainable lifestyles, connecting these with their own experiences. With Nissan's support, and in partnership with Vanderbilt University's Peabody College of Education and the Dept. of Environment & Conservation, UGL created Tennessee's first-ever statewide curriculum on sustainable living and waste prevention and launched it at public schools in both Nashville and Memphis.

These classes were previously delivered face-to-face, but in fiscal 2020 due to COVID-19 pandemic, classes were offered online, significantly increasing the reach to as many as 200,000 students.

### Zero Fatalities

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

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



Measuring driving characteristics with an actual car

business sites through local traffic safety associations, municipalities and other organizations.

In fiscal 2019 we created the "Wheel Spinning (Guru-Guru) Exercise" with Niigata University to promote and encourage awareness of safe driving among elderly drivers. This exercise is designed to support mainly elderly drivers in raising their muscle strength and cognitive abilities by making daily exercise a part of their lifestyles so they can continue to drive safely. Nissan and Niigata University worked together on the concept, while Niigata University choreographed the exercise. 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. We are engaged in a wide range of activities

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with the aim of realizing a mobile society with zero traffic fatalities, that embraces diversity and leaves no one behind. We stand by the members of society who are at a social disadvantage including in the area of transportation, such as small children, the elderly, foreign visitors and those cut off from public transportation because of depopulation.

## Zero Inequality

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

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

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

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

The second phase of collaboration runs from April 2020 to March 2023. In this time the YLD program has set a mission to train 1,600 Thai students from 16 opportunity expansion schools. With this phase, the program will

also focus more on innovation topics, such as renewable energy. Due to the second wave of COVID-19 in Thailand in 2021, to keep the momentum, Nissan Thailand initiated online classes to help the students maintain their motivation. These classes provide a DIY video guide to help them present their product via Live Commerce, presented by SoftPomz, a successful YouTuber. The students also have a chance to learn by doing through the workshop after the class.



A bottle terrarium project as part of the YLD program

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

NNA has been collaborating with the NGO Habitat for Humanity (Habitat) annually since 2005. Habitat, an international aid organization that fosters hope by helping people build or improve their homes, has a vision of “a world where everyone has a decent place to live.” The nonprofit works to construct homes, revitalize neighborhoods and support families’ self-reliance in more than 70 countries across the world.

In fiscal 2020, employees did not participate in volunteer activities due to the COVID-19 pandemic, but will resume this in the future as it is an important element of the region’s social impact.

Since the inception of the Nissan Canada Foundation's partnership with Habitat in Canada in 2008, more than 1,400 Nissan Canada dealership and head office employees have spent over 9,000 hours volunteering,

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contributing to 50 home builds from Halifax to Vancouver. In fiscal 2020, employee volunteer participation was suspended due to the COVID-19 pandemic, but in total, the Nissan Canada Foundation's contribution of donations and volunteer hours toward Habitat has exceeded 1 million CAD, an important milestone for Nissan Canada.

### Support for Disability Sports at Workplaces (Japan)

Since 2000, we have sponsored the Nissan Cup Oppama Championship (National Wheelchair Marathon in Yokosuka, Kanagawa Prefecture), co-hosting this wheelchair sports competition with local organizations. We have supported this event with the aim of increasing the profile of disability sports, improving the level of competitors, engaging people in the area and building caring communities. Although the 2020 event was postponed due to COVID-19 pandemic, we will continue to support disability sports.

### Conducting Wheelchair Maintenance at Workplaces (Japan)

Since 2008, the Nissan Technical Center, where our development divisions are based, has been encouraging social contribution activities by all employees under banner, NICE WAVE Activity. In previous years, employees have visited a local retirement home to perform wheelchair maintenance as a volunteer activity. However, in fiscal 2020, we decided to forgo visiting the facility and bring the wheelchairs to the Technical Center in view of the need to prevent infections. In addition to ordinary maintenance, we were able to perform detailed maintenance using tools such as welding equipment that could not be taken outside the company.

### Outreach to Convey the Magic of *Monozukuri* (Japan and U.K.)

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

In Japan, the magic of *monozukuri* is shared by Nissan employees through elementary school-visit programs: the Nissan *Monozukuri* Caravan and the Nissan Design Waku-Waku Studio\*. Some 22,000 children participate in the programs every year. Although we were not able to visit schools in fiscal 2020 due to COVID-19, we are preparing to offer the program via video, and in fiscal 2021 we will conduct both onsite and video classes in tandem. The Nissan *Monozukuri* Caravan also operates in the United Kingdom at the Sunderland Plant. The program runs five days per week during school terms, welcoming more than 4,500 primary pupils per year.

The Nissan Skills Foundation was established in 2014 in the United Kingdom. As of December 2020, it has engaged more than 64,000 students from schools across the region through various activities to inspire the engineers and manufacturers of the future. The Skills Foundation now supports three International STEM challenges for school children, VEX IQ Robotics, FIRST LEGO League and F1 in schools.

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For all of these activities Nissan supports local teams with equipment, resources and knowledge. In 2020, under COVID-19 restrictions, we launched two large virtual STEM projects: FIRST LEGO League as a virtual event with over 80 primary/secondary schools taking part and VEX IQ Robotics with 50 schools taking part. We also set a design challenge for children working at home (aged 11-18) where we asked them to design the car of the future in which children from 25 different schools took part. In the future, we will expand the number of target schools and continue this activity.

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

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

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



A scene from an intelligent driving class

NCIC has expanded Nissan Dream Classroom activities toward society. Through cooperation with Nissan dealerships, Beijing Auto Museum and local auto shows, the program was offered in various platforms and benefited over 1,000,000 students by the end of 2020. In November 2020, we held an intelligent driving classroom. This class is very popular because it provides children with an easy-to-understand introduction to the ProPILOT driver assistance technology by operating a model car that has been programmed. The Nissan Dream Classroom is also held online and has been implemented in over 700 schools in 15 provinces in China. This program is highly regarded in China and in November 2020, it received the "Golden Sail Award for CSR for Automotive Companies in China", an award set up by China Business Journal, a major economic newspaper in China, to honor outstanding companies in the automotive industry that fulfill their corporate social responsibility.

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

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

In Tennessee, where Nissan has two major assembly plants, Nissan and its employees support the Music City BEST (Boosting Engineering Science and Technology) Robotics Competition in Nashville. Music City BEST was held as a virtual event in fiscal 2020. This was a very unusual year in the history of BEST to which the organization responded by changing course in April and developing a different game than the one already planned for the year. The resultant game was created to help students consider how micro-robots could be utilized to assist in stopping the spread of diseases by isolating infected cells. The game day was held with each team competing in their classroom environment and referees overseeing the activities at Lipscomb University.

\* BEST: Boosting Engineering Science and Technology

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

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

Through these activities, Nissan provided approximately 160,000 school lunches in three years (3.55 million meals were provided overall through Onigiri Action). In 2019, Onigiri Action received the SDGs Deputy-chief’s Award (by the Minister of Foreign Affairs) at the “Japan SDGs Award” in recognition for its activities.



School lunches provided through Onigiri Action



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## Nissan as a Community Member

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

#### Online Lecture for Employees to Learn about the Current Situation in Affected Regions

We provided various forms of support in the immediate wake of the Great East Japan Earthquake of March 11, 2011, and we have continued to help affected regions rebuild through strong employee participation.

Until fiscal 2019, we have visited the district of Futaba, Fukushima Prefecture and other areas, cooperating with NPOs engaged in reconstruction activities, conducting volunteer activities in a disaster-prevention green belt, and touring the town.

In fiscal 2020, the COVID-19 pandemic forced us cancel our visit to the affected areas. However, in order to understand the current situation and issues in those areas, we held an online lecture for employees, inviting people from outside the company who are engaged in reconstruction in Namie Town, and more than 200 employees participated.

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

Nissan established the Nissan Smile Support Fund in 2011 with the goal of helping children in disaster-stricken areas smile again. The Nissan Smile Support Fund offers assistance that meets the changing needs of such regions, operating free schools and places to go after school and providing learning venues for deepening regional understanding as well as recreational and nature experience programs. In 2020, we supported programs conducted by 10 NPOs that are independently active in Iwate, Miyagi and Fukushima Prefectures. From January 2021, we have focused our activities on Fukushima Prefecture and started to provide support to six NPOs operating in the prefecture with the aim of supporting children who have been forced to evacuate for a prolonged period due to the nuclear power plant accident and are facing complicated issues.



Nissan Smile Support Fund

### Response to the COVID-19 Pandemic\*

We would like to offer our heartfelt condolences to the bereaved families of those who have lost their lives to the COVID-19 pandemic. In addition to providing vehicles, supplies, and road services to medical institutions and local governments, Nissan is providing a variety of support in response to COVID-19 pandemic.

\* Click here for more information on the COVID-19 pandemic

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### Activities to Send Medical Aprons with Children's Drawings Attached (U.K.)

In the spring of 2020, when the COVID-19 pandemic was spreading around the world, medical supplies were in short supply in many areas, and people were not receiving the supplies they needed. At its *monozukuri* sites around the world, Nissan supported the manufacture of medical gowns, face shields and other medical supplies that were in short supply.

The Sunderland Plant in the United Kingdom also supported the manufacture of medical aprons. At that time, we engaged with local primary children to create rainbow pictures which became the symbol of the NHS (National Health Service of the U.K.), to be included together the medical aprons as a gesture of gratitude and support for medical professionals. Over 250 drawings were received and delivered to hospitals and other medical facilities along with more than 500,000 aprons manufactured at the Sunderland Plant.



Drawings of rainbows submitted by local children

### Online Plant Tours (Japan)

We have been conducting plant tours for people to actually experience the front lines of *monozukuri*, but due to COVID-19 pandemic, it has become difficult to conduct these tours in the conventional way. In July 2020, we started an online plant tour trial using a video conferencing system in order to somehow convey *monozukuri* onsite to children. By moving the tours to an online program, areas that were not open to the public during regular plant tours can now be viewed through cameras, and elementary schools in distant areas that previously found it difficult to visit our factories can now participate.

### Expanding Contributions to Food Banks (U.S.)

Due to unemployment and job insecurity caused by the COVID-19 pandemic, it is said that one in six people in the U.S. do not have enough to eat. Nissan North America is extending its fight to curb hunger by doubling its annual contributions to local food banks under its Nissan Neighbors Program. These donations will help purchase more than one million meals for residents in need.



Distributing food through food banks



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

In the United States, we support many communities through the Nissan Foundation, which funds educational programs encouraging people to value the cultural diversity that exists within American society. Established in 1992, the Nissan Foundation has contributed over \$12.0 million to more than 150 nonprofit organizations across the country as of the end of March 2021. In fiscal 2020 the foundation donated \$680,000 to 27 U.S. organizations. Nissan Motor Australia (NMA) supports philanthropic activities through the Nissan Australia Foundation. Since fiscal 2017 it has supported small and medium-sized Australian charitable organizations, helping to expand or continue their activities. Activity was paused during fiscal 2020, due to the COVID-19 pandemic. NMA has an employee policy, allowing staff to take volunteer leave each year to contribute to the communities in which they work and live. These activities were suspended in fiscal 2020 due to the impact of the COVID-19 pandemic.

Additionally, Nissan Do Brasil Automoveis (NBA) reexamined the activities of the Instituto Nissan, established in 2013 for philanthropic purposes, revitalizing and strengthening its programs for encouraging employee volunteer activity. Instituto Nissan developed a series of programs in fiscal 2019, from environmental education to social engagement and open innovation, interacting with a variety of stakeholders that support the organization on its social contribution to a very important region in Rio de Janeiro, Brazil. As one example, "Inova-san" is an innovation program for university students to promote the social impact on the local community. As of January 2021, 1,495 students from 19 universities in Rio de Janeiro State participated in this program.

In 2020, the entire program had to be conducted online, but some 21 projects were launched under three themes: Environment, Intelligent Mobility, and Health, and the best projects in each category were selected as winners in January 2021.

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### Nissan Global Foundation (Japan)

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

One main focus of the foundation is enhancing science education. The foundation grants ¥700,000 per project for teaching material over two years to at elementary and middle schools and science research meetings and seeking to enhance teachers' teaching skills through workshops and to foster logical and scientific thinking skills among schoolchildren. In addition, the foundation grants "Science Education Awards" to recipients who have achieved outstanding results during the grant period so as to encourage competition and promote dynamism.

Additionally, since fiscal 2018, the foundation has awarded the Nissan Global Foundation "Rikajo" Prize to elementary and middle schools in Japan to recognized measures that have increased interest and developed skills in science.

Furthermore, from fiscal 2019, we started a program to develop the talent of the future and launched a project to create a class designed for future leaders based on joint research with Waseda University. In fiscal 2020, the project was postponed due to the COVID-19 pandemic, but, the project will be restarted in fiscal 2021 with infection control measures in place.

\* Click here for more information on the Nissan Global Foundation.  
<https://www.nissan-global.com/EN/CITIZENSHIP/FOUNDATION/>

\* Click here for more information on the Nissan Global Foundation official website in Japanese.  
<https://www.nissan-zaidan.or.jp/>

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

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

\* Click here for more information on the Nissan Institute of Japanese Studies.  
<https://www.nissan.ox.ac.uk/>