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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.

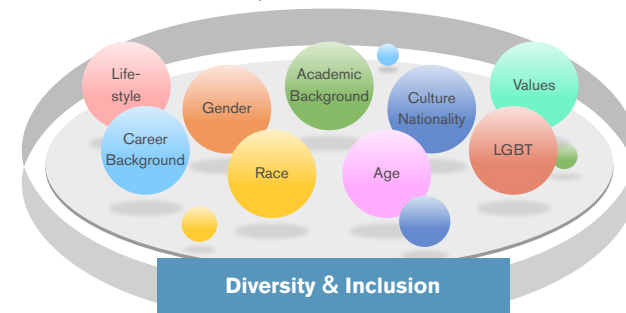


Diversity means to

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.

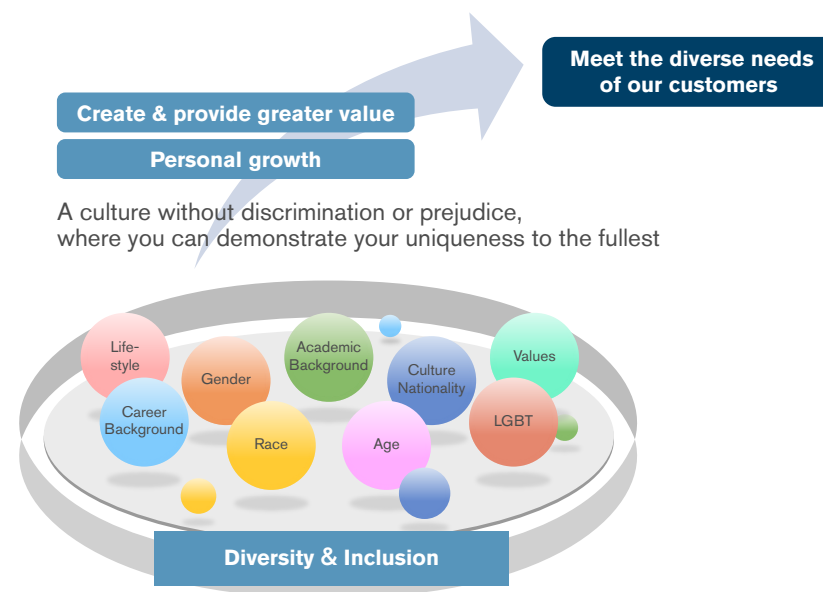


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Diversity and Inclusion as Strategy

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.

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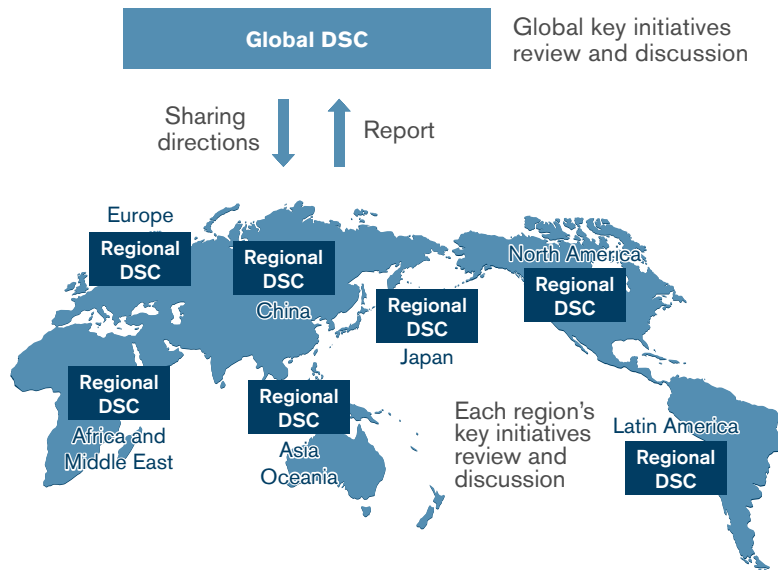
Diversity and Inclusion Management

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

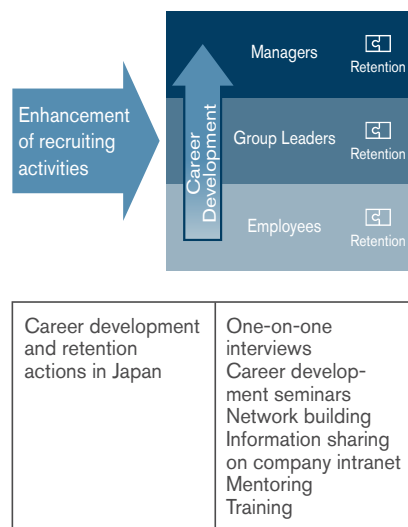
Enabling Diverse Human Resources

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.

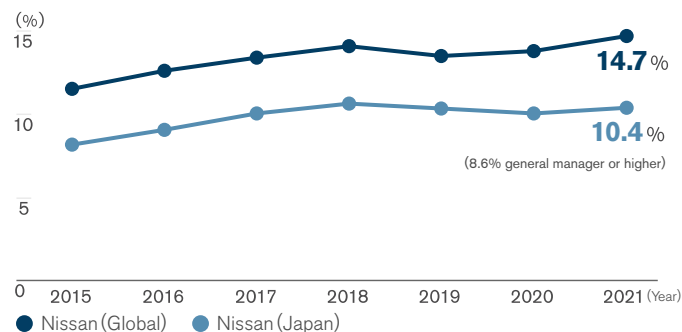
Thanks to these various initiatives, women now comprise 10.4% of managers in Japan (as of April 2021). This compares favorably to the average of 4.7% for Japanese manufacturers with 1,000 or more employees (according to the 2020 Basic Survey on Wage Structure from Japan's Ministry of Health, Labour and 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

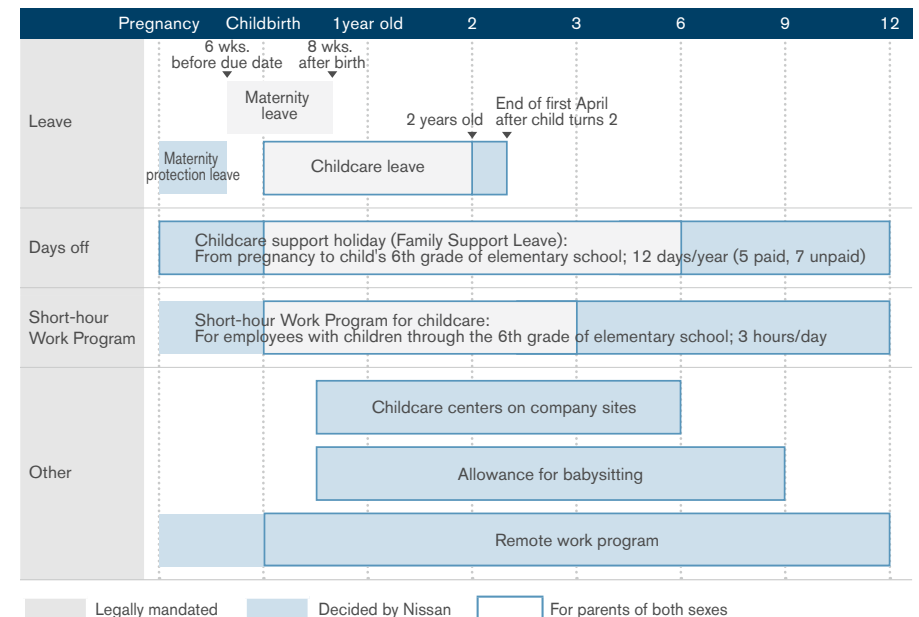
- In-house childcare center (four sites)
 1. Supports employees by helping them balance work and childcare and perform at their best
 2. Supports employees' return to work when they wish, rather than when care waiting lists in Japan allow it
- Lending of personal computers to employees on leave (for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

In-house Childcare Centers for Nissan Employees

	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.

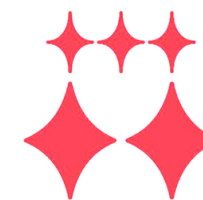
As noted above, NCI was selected as a Top 100 Ideal Employer for the fifth consecutive year and have also been certified as a Great Place to Work® for the second consecutive year. In Mexico, NR Finance Mexico was recognized by HRC Equidad MX as Best LGBT Places to Work 2021.

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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