

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

LABOR PRACTICES Respecting the Rights of Workers

GRI102-12 GRI102-13 GRI103-1

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
 >>> P117

GRI103-2 GRI406-1

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

>>> P221

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

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

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."
[>>> P131](#)

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

LABOR PRACTICES Dialogue with Employees

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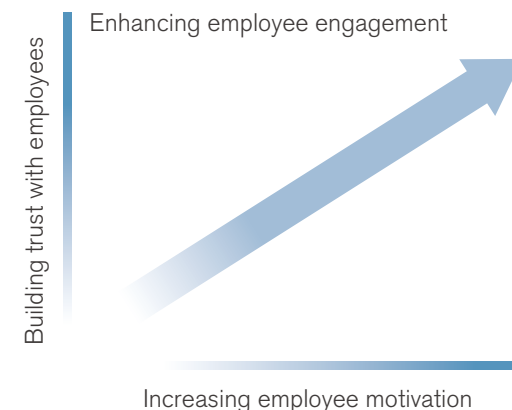
Policies and Philosophy on Dialogue with Employees

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.



Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI103-2 GRI103-3

GRI103-3

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/>

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

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

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

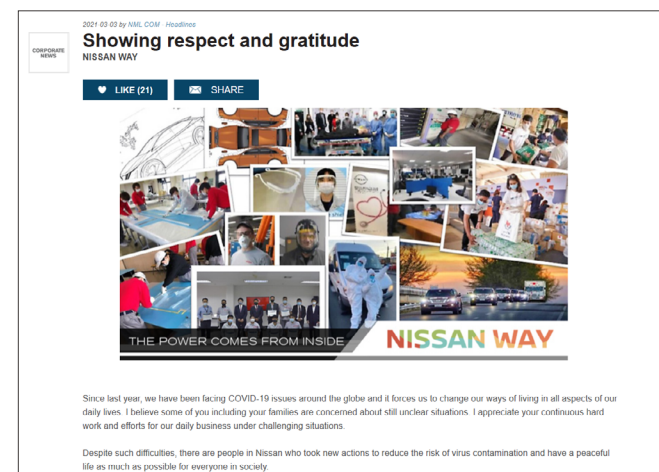
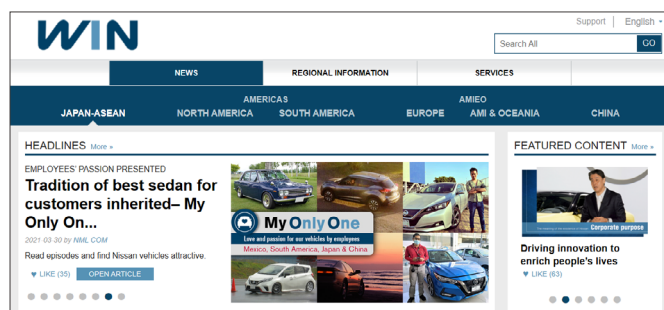
We are enhancing coordination among our various departments and with executives and actively sharing information that contributes to relationships of mutual trust and higher employee motivation.

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.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

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.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

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.

