

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

HUMAN RESOURCE DEVELOPMENT

GRI103-1 GRI103-2

Human Resource Development Policies and Philosophy

Nissan believes 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. Skills development programs are another essential part of making the workplace attractive to employees. We believe that employees should “design their own careers” and that we should actively assist their efforts to do so. Learning is an essential preliminary step for value creation, and a corporate culture of learning cannot exist without the desire to create value. As an organization that grows through constant learning, we support our employees’ personal growth through proactive human resource development.

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

Human Resource Development Management

Continually Improving Human Resource Systems

Nissan values the skills and capabilities of all employees, working constantly to improve its human resource systems to achieve an organization enabling employees to reach their full potential. The evaluation-based remuneration system used to appropriately evaluate employee contributions to the company is structured in a way that motivates them to set and achieve high goals. An employee’s salary is determined through a combination of performance evaluations measuring to what extent the employee achieved certain goals and competency evaluations measuring their skills, knowledge and attitude.

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

Support for Self-Designed Careers

At Nissan, all employees have an opportunity to discuss their careers with their supervisors. Through a formalized process specifically aimed at supporting career development, employees, together with their supervisors, review their "Performance Evaluation" and "Competency Evaluation," agree on next steps and what path to take.

Training programs to raise the supervisors' evaluation skills also contribute to enhancing the career designing capabilities of employees. We use specialized tools to keep track of evaluation records so that even a newly instated supervisor can ascertain employee progress at a glance, maintaining consistency in human resource development. We conduct surveys to gain employee input regarding the evaluation meetings and to learn their level of understanding and comfort with the system. Based on the results, we implement measures and make improvements if necessary. We monitor employee satisfaction regarding the meetings with their supervisors, and there has been an improvement in employee understanding and acceptance of the evaluation system.

Employees in Japan have the chance to take on the challenge of a new position through the Shift Career System (SCS) and the Open Entry System (OES). The SCS enables employees to apply for positions in other departments and work in areas that interest them regardless of whether there is a position immediately available. The OES allows them to apply for all openly advertised positions. During fiscal 2019, a total of 297 employees applied for approximately 500 open posts, and 140 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 cultivating their skills is critical, we support them by providing numerous learning opportunities. We have developed various programs to help employees improve their management and business skills and engage in leadership development. In these ways, employees are encouraged to enhance their skills, to build their careers, and demonstrate their abilities to the fullest.

Specifically, we implement training programs allowing employees to gain the specific skills needed for each position in the organization, and providing them with opportunities to extend their knowledge in fields of their choosing. These measures create a culture of constant learning at the global level.

Monozukuri University

There is a rapid pace of innovation and increasing technological sophistication in the auto industry today. To maintain and develop our *monozukuri* tradition of careful craftsmanship that underpins our internationally competitive product manufacturing, we need individuals who have an understanding of the latest technologies that go into building an automobile and also have well-rounded personalities with outstanding management skills. We founded Monozukuri University with the aim of 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.

Monozukuri University consists of three organizations: Nissan Technical College, Genba Kanri (shop-floor management) School and Engineering

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

School. It offers a variety of programs aimed at developing engineers and technicians who carry forward the “Nissan DNA” and achieve continued success through the implementation of the Nissan Way.

Engineering and Technical Skill Education 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.

Education for Engineers

We developed a Global Training Program (GTP) that enabled foundational training of 19,000 engineers at development facilities worldwide from 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 (EV), Autonomous Driving (AD) and Connected Car Services (CCS), in order to develop talent that can lead R&D related to autonomous vehicles and connected cars.

Education for Technicians

In order to improve the day-to-day management skills of shop-floor supervisors in all of the plants operated by Nissan, Renault and Mitsubishi around the world, a common production method known as the Alliance Production Way (APW) has been defined. We are also developing a shared Alliance framework for APW training, which we aim to implement worldwide.

Improving Management Quality

We are working to improve the quality of our management at the global level. In Japan, we have established a training framework for assistant managers through to general managers. This gives them opportunities to promote activities that put the Nissan Way into practice and to extend their skills in managing people and business operations.

Specifically, we engage in (1) cultural diversity training to promote understanding of the actions and mindsets described in the Nissan Way; (2) business skills and leadership training to nurture professionals and (3) training in on-site management to teach the importance of operational excellence and people motivation and to achieve maximum results through collaboration. These three core components of the training framework are supplemented with additional programs, while we also encourage proactive learning.

In North America and Europe, meanwhile, the Nissan Way Leadership Academy program for managers examines how the Nissan Way has been put to use most effectively and shares those actions as part of training tools to elevate management quality overall.

In addition, since the start of fiscal 2020 we have adopted a globally

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

consistent framework for recognizing activities related to talent development and collaboration and are strengthening our foundations to allow people to grow with the organization.

Training Future Leaders

To continually foster future managers and specialists who will lead the company, we take a strategic and systematic approach to training, job rotations and recruitment.

Specifically, we engage in leadership training aimed at fostering human resources who can demonstrate their skills either at Nissan or elsewhere within the operations of the Alliance. These programs are offered at various development stages, including those for young employees, regional middle managers and corporate officers. Training consists of group sessions for intensive training in business skills, team exercises where participants tackle issues actually facing Nissan, and cultural diversity classes to promote understanding of the issues.

Staff rotations beyond divisions and regions are strategically and systematically implemented to give candidates for future leaders the experience needed to serve in management posts and direct global functions as capable managers and leaders.

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.

These talent management schemes are effectively operated through regular human resource meetings among corporate officers. In these meetings, outstanding talents are identified, then development plans and succession

plans are made. Nissan's strategic talent management system is globally coordinated and active at the global, regional and functional levels. We aim to foster a culture of learning by establishing an environment that enables employees to take the initiative in building their careers, with the support of managers and the company as a whole.

To create an environment where employees can learn anytime and anywhere, we are also expanding the use of e-learning and other digital tools.

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 2020, the system's 15th year, there were 47 employees active as Expert Leaders and two management-level employees as Nissan Fellows in a total of 88 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 specialized skills in seminars and training courses.

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

GRI103-3 GRI404-1

Human Resource Development Achievements

Training Program Achievements at Nissan Motor Co., Ltd.

Performance Indicators for Training Programs	FY2017	FY2018	FY2019
Number of learners	171,949	241,674	263,240
Total hours of training	689,536	482,103	590,696
Hours per learner	30.6	21.5	26.0
Learner satisfaction (out of 5)	over 4.2	over 4.2	over 4.2
Investment per employee (¥)	73,000	86,000	90,000