

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

# DIVERSITY AND INCLUSION

GRI103-1 GRI103-2 GRI406-1

## Diversity and Inclusion Policies and Philosophy

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. That is why one of Nissan's corporate strategies is to respect and promote diversity and inclusion.

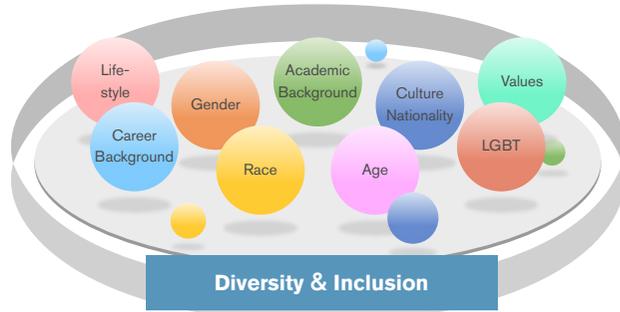


### Diversity means to

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.



## Respect for Human Rights and Equal Opportunity

We have established the Nissan 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.

## Diversity and Inclusion as Strategy

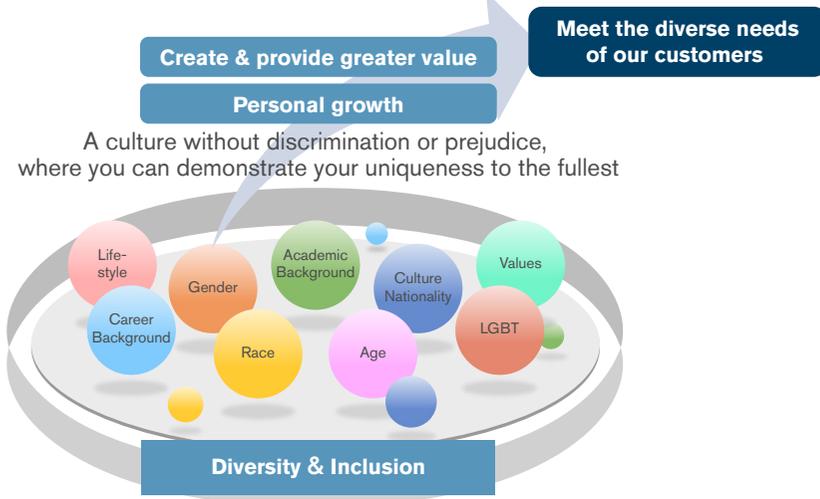
The global expansion of Nissan's corporate activities has meant growing diversification of not only Nissan's customers but also its employees. Work and lifestyle choices are changing, driven by demographic changes such as an aging population and urbanization. We believe that for employees to work in 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

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

GRI103-1 GRI103-2

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 address the diverse needs of our global customers and to deliver innovative products and services through each of our highly motivated employees.



## Diversity and Inclusion Management

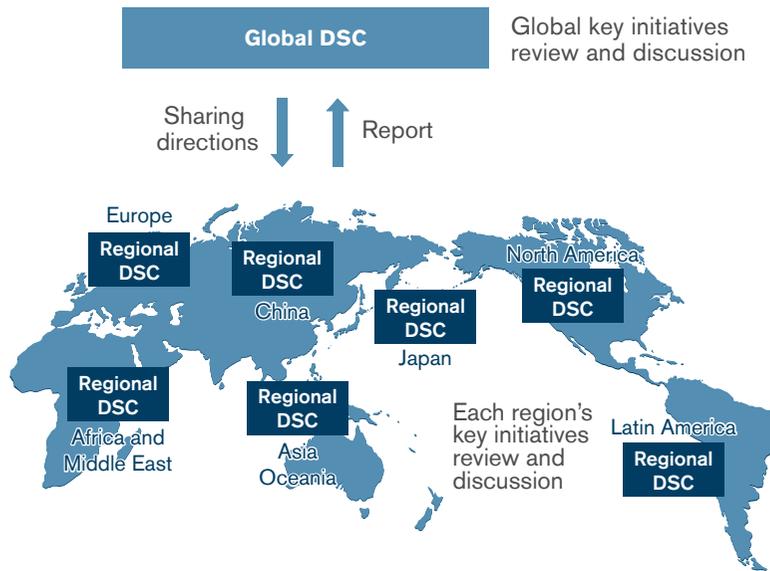
In order to promote diversity and inclusion across Nissan's global operations, policies are set by a committee of executives representing company divisions. Dedicated organizations then work on local initiatives needed for their implementation. We aim to be a truly inclusive company with a diverse workforce, in which individual employees can demonstrate their potential to the fullest. We promote diversity and inclusion based on four approaches: "Developing leaders with skills to manage diverse organizations," "Enabling diverse human resources," "Embedding culture of respect for diversity and inclusion" and "Promoting inclusive workstyles."



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

## 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.



## Diversity and Inclusion Promotion: Issues and Approaches

Issues	Approaches
Developing leaders with skills to manage diverse organizations	<ul style="list-style-type: none"> <li>Management skills development</li> </ul>
Enabling diverse human resources	<ul style="list-style-type: none"> <li>Human resources development, career support</li> <li>Enhanced recruitment*</li> <li>Targets: 16% female managers globally, and 13% in Japan by 2023</li> </ul>
Embedding culture of respect for diversity and inclusion	<ul style="list-style-type: none"> <li>Promotional activities for all employees to understand values of diversity and inclusion</li> </ul>
Promoting inclusive workstyles	<ul style="list-style-type: none"> <li>Work-life balance support</li> <li>Development of infrastructures that realize flexible workstyles</li> </ul>

\* Guidelines at Nissan Japan for female new staff recruitment are 50% for office positions, 20% for engineering positions and 20% for technical roles.

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 GRI405-1

## 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 13.9% in April 2020, and women are active at Nissan globally.

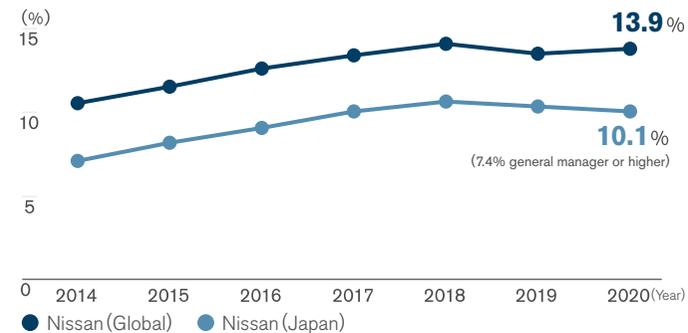
In Japan, we provide personalized support for female employees through individual counseling sessions with career advisors. Female employees receive tailored support via career development seminars and meetings with career advisors. They are also encouraged to actively network with other professional 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 dialogue 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.

Thanks to these various initiatives, women now comprise 10.1% of managers in Japan (as of April 2020). This compares favorably to the average of 3.3% for Japanese manufacturers with 1,000 or more employees (according to the 2019 Basic Survey on Wage Structure from Japan's Ministry of Health, Labour and Welfare). Female managers also work in all Nissan divisions, including development and manufacturing, and are involved in all operational processes. Furthermore, as of April 2020, a total of 7.4% of general manager or higher positions are filled by women—3.7 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.

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



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

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 2020, 1,202 female CAs were active across Japan, accounting for 10.6% of the national total, an increase from 1,196 at the end of February 2019. Additionally, to enhance the satisfaction of female customers with after-sales service experiences, female technical advisors (TAs) have been appointed to bridge the gap between customers and dealer technicians.

## Inter-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 background or training is. Nissan's top decision makers include individuals of many different nationalities.

## 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 Latin America and the Caribbean (LATAM), 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 have been working to support and promote understanding through such initiatives as annual LGBT seminars held since 2014. We have participated in Tokyo Rainbow

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

Pride, the largest LGBT event in Japan, for three consecutive years since 2017. 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 “PRIDE Index” to recognize corporate initiatives to support LGBT employees, a first for a Japanese automobile company. In 2019, we won Gold for the third year in a row. We also provide a work place 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 diversity articles on the company intranet and e-learning programs.

## 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 system in which employees can freely choose to spend up to 40 hours a month working from home was introduced so that staff can work flexibly according to their individual needs. 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 home-working, 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 plant childcare center—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 mothers 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.

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

## 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"
- "Seminar for Back-to-Work After Parental Leave"  
Gives employees opportunities to think about their career paths before maternity leave and back-to-work after parental 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

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**Company infrastructure**

- Working from home  
Employees engaged in childcare and nursing care can spend up to 50% of the required minimum monthly work hours, while others are allowed up to 40 hours per month. All employees except those in manufacturing processes are eligible.
- Super-flextime without core time
- Shorter working hours (for employees engaged in childcare or nursing care)
- Family support program (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

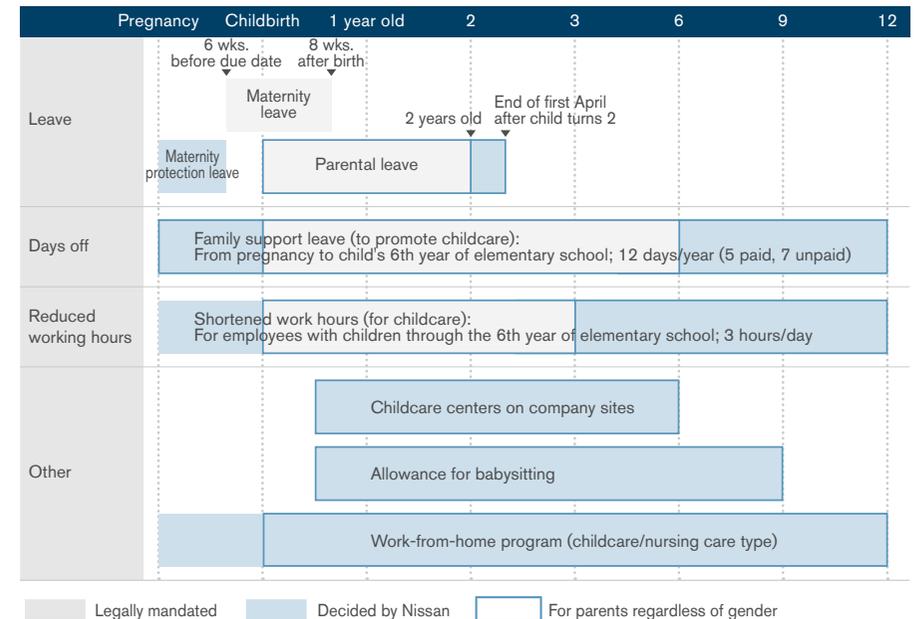
## In-house Childcare Centers for Nissan Employees

Expansion to plants →

	March Land Atsugi Nissan Technical Center (Atsugi)	March Land Atsugi Axt Nissan Global Information System Center (Atsugi)	March Land Minatomirai Nissan Global Headquarters (Yokohama)	March Land Oppama 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)



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

## 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 when employees must be at their workplace.

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.

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



A Workstyle Symposium for employees

## 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’s 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 on 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.

### Mentoring

To recruit, cultivate diverse talent and sustain this talent long into the future, Nissan North America offers a wide range of employee benefits including mentoring. We believe mentoring is necessary to attract and retain talent. Mentoring opportunities are available in a variety of formats, including informal, formal, small group, individualized and topical.

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

## 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 were 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.

Business Synergy Team (BST)	Concept underlying activities
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.

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 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.

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

## 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 2019, Nissan Canada(NCI) was selected as a Top 100 Ideal Employer for the fourth consecutive year. This is Canada's largest and longest-running student ranking of companies with participation by over 20,000 students from 159 universities. NCI was also certified as a Great Place to Work® by an organization that conducts anonymous surveys of employees working at companies worldwide. The survey bases its certification criteria on corporate culture, workplace experience, compensation, communication, and employee trust in leadership. NCI received especially high marks for diversity and fairness.

## 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 hold career fairs and provide support for female employees as they continue their careers to encourage increased hiring of women with engineering or other technical degrees. Nissan is playing an active role in career development and dedicating time and resources not only internally, but also externally. In addition, 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 November 2019, 60,000 students had participated in career development and engineering or STEM events run by the foundation. Female students accounted for approximately 46% of the participants. Our offices in Spain participate as sponsor in a mentoring program provided to female students pursuing engineering and technical degrees and female executives also contribute as mentors.

We are focusing on developing the capabilities of women through mentoring and coaching sessions and are implementing career development plans at the individual level. In 2019, our "Thrive female leadership development program" was launched for the first time and was attended by 18 female middle managers.

In September 2019, events were held all over Europe for the regional Diversity Week. In December 2019 we celebrated December International Day of Persons with Disabilities by inviting a Paralympic gold medalist as a speaker to deepen understanding of colleagues, suppliers, and customers with disabilities.

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

Nissan Russia was ranked third in Forbes Woman Ranking 2019. The Forbes Woman Rating is the first of its kind in the country to evaluate the best companies for women's careers. Sixteen indicators have been identified and evaluated in five blocks: gender composition (25%), compensation (25%), career opportunities (25%), corporate programs (15%) and special benefits (10%).

In the European region, online training has been implemented for all employees, and we will continue to pursue initiatives to promote diversity and inclusion.

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

### Asia & Oceania (A&O):

In Asia & Oceania (A&O), a great example in this area is our participation in the Women's Forum Asia 2019 held in Singapore in September 2019 for the second year consecutively, as a Gold Partner. We sent a diverse delegation of 20 Nissan employees to learn at the event and further the dialogue on how to accelerate diversity and inclusion in the company. Furthermore, we had four A&O business leaders speak at various events, sharing Nissan's approach to workforce diversity, talent development, and how diversity data helps Nissan to be more inclusive in the way we serve customers of different genders and cultures. One example of panel discussion talk was driving etiquette and autonomous driving due to cultural differences. Flashing headlights can have different implications in different countries. With the spread of autonomous driving and 5G

technology, even with simple movements, we have raised the issue by saying that it is necessary to create automobiles and maintain usage environments that reflect cultural differences and diversity. In parallel, we led a multi-stakeholder campaign through various channels, driving awareness for Nissan's approach to diversity and its participation in the event.

### Latin America and the Caribbean (LATAM):

In Brazil, 40 hours of sign language training was conducted for 55 employees including plant leaders to enhance communication with hearing-impaired employees working at the plant.

In addition, in October 2019 the event WOMEN TALK was held inviting an instructor from the UN. 68 female employees attended the presentation on the economic empowerment of women and female participation in the labor market.



The event "WOMEN TALK"

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

### Africa, Middle East and India (AMI):

At Nissan Africa, Middle East, India (AMI), we were successful in increasing the number of females in external hiring positions by 25% versus 2018, by mandating shortlisting both male and female candidates for the interview stage by the hiring manager. We have taken measures to promote Nissan as a diverse employer, including but not limited to introduction of flexible working guidelines, holding female progression awareness sessions and establishing nursing rooms (lactation rooms) at all major facilities in 2019.

At the International Women's Day in March 2019, we promoted diversity and inclusion by holding presentations and workshops and other events with AMI leaders as speakers.

AMI region sponsored the Women Economic Forum event, which was held in Cairo, Egypt on March 2020, aiming to strengthen our position as "Diversity Employer". We enjoyed meaningful media and local coverage. In 2020, we plan to introduce programs to develop skills of female employees to further support the enablement of women.

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

Generation diversity in the work place and understanding differences between generations are helpful to improve teamwork, innovation, and productivity. Awareness and learning across generations are viewed as important elements in setting higher goals for the organization, and therefore "train the trainer" (TTT) training on intergenerational leadership was conducted in April 2019 by Alliance China Academy for the Nissan China region including NCIC and Nissan China JVs.

The training took place for 21 hours over three days with 33 participants

including the head of human resources, business managers, HR staff from companies in China with which Nissan has alliances. The participants were certified as in-house trainers after learning about the characteristics of each generation, methods for managing uncertainty, dialogue depending on roles, and the motivations of teams and individuals. These trainers then conducted training on intergenerational leadership at each of their companies.

NCIC also conducted diversity and inclusion workshops for senior leaders in June 2019 where the participants enhanced their awareness and understanding of diversity and inclusion and reconfirmed their importance to lead the business to succeed. They also confirmed that promoting diversity and inclusion build a stronger corporate culture, creating a work place in which employees work with trust and passion.

### 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 fourth consecutive year and have also been certified as a Great Place to Work®. In addition, in Russia Nissan ranked third in Forbes Woman Ranking 2019.

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-

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

level Eruboshi accreditation as a company that successfully promotes female participation in the workplace. Additionally, we were the first Japanese carmaker to receive a PRIDE Index top Gold award, a scheme which recognizes efforts to support LGBT employees; in 2019, we received the same award for the third 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.

[>>> P235](#)

