

Learning and development

Approach to learning and development

Nissan is committed to providing value to society by enhancing the employability of its employees through skill development programs, thereby fostering human resources who can respond to the ongoing major changes in society. We are implementing a number of initiatives over the long term to ensure that Nissan continues to be a company where each and every employee is equipped with high-level skills and is motivated to work.

First and foremost, we value a self-directed stance toward learning by employees, and are working to foster a corporate culture in which they can demonstrate their abilities and potential and in which both the company and employees can continue to grow together, as well as to develop human resources. We encourage employees to take ownership of their own careers and promote skill development. We also promote active collaboration and teamwork with others, in addition to the development of team members by their supervisors in their respective workplaces. Specifically, the five values of the NISSAN WAY which evolved in fiscal 2020 as a symbol of the new Nissan, and the appraisal system, which emphasizes the development of human resources and promotion of collaboration, was revised in fiscal 2020 to ensure sustainable growth and development of the organization and human resources.

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

Management of learning and development

Continually improving human resource systems

Nissan is working constantly to improve its human resource systems to achieve growth for its people and organization over the medium to long term. We introduced the "Competency Appraisal" to capture the behavioral characteristics of each employee based on their skills and knowledge, and the "Performance Appraisal" to determine how well employees accomplish their tasks. In the Competency Appraisal, we appropriately assess the degree of contribution to determine wages and annual salaries, and under the Performance Appraisal, results are linked to compensation in the form of bonuses or variable compensation (VC)*1.

The Competency Appraisal evaluates items using three pillars: Appraisal metrics based on the Nissan Way, People & Collaborative Leadership (metrics for leadership related to people development and collaboration), and expertise required in each area. In fiscal 2024, to promote "OUR NISSAN," a corporate culture reform initiative launched in January 2024, we plan to further revamp this evaluation system, including the introduction of the Nissan Leadership Way, a role model that shapes Nissan's corporate culture, as an evaluation indicator. We also offer an employee stock ownership plan as part of our fringe benefits. We will continue to review and restructure our human resource development programs in line with our long-term vision Nissan Ambition 2030.

Support for self-designed careers

At Nissan, all employees have an opportunity three times a year to discuss their own careers with their supervisors to support their career designs. Together with "Performance Appraisal" and "Competency Appraisal," employees and their supervisors reach a consensus through dialogue. Aiming to enhance measures for career development as well as growth in their dialogues, training programs are provided to improve supervisors' skills.

In addition, guides and e-learning are available for employees to voluntarily consider their own careers. We use dedicated tools for evaluation to keep track of evaluation records so that even a newly instated supervisor can immediately confirm employees' growth progress, which makes it possible to maintain consistency within the human resource development. We conduct surveys to gain employee input regarding the evaluation dialogues and to learn their level of understanding and satisfaction with the system. Based on the results, we implement necessary measures and make improvements. We monitor employee satisfaction regarding the dialogues with their supervisors, and there has been an improvement in employee understanding and acceptance of the evaluation system.

Employees in Japan have a chance to take on the challenge of a new position through the Shift Career System (SCS) and the Open Entry System (OES).

The SCS enables employees to apply for positions in other departments or areas in which they are motivated to work in, regardless of whether there is a position immediately available. The OES allows them to apply for all openly publicized positions. During fiscal 2023, a total of 276 employees applied for approximately 584 open posts, and

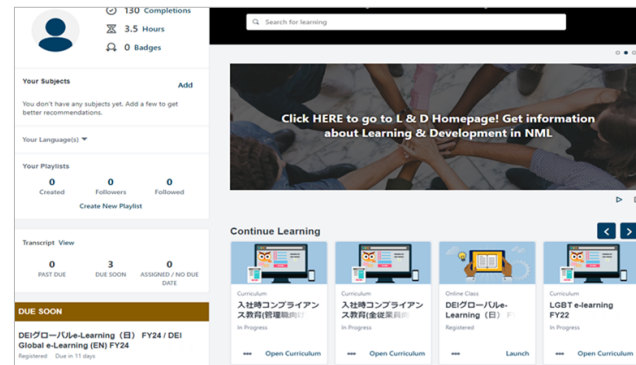
*1 Incentive compensation that fluctuates.

158 of them succeeded in getting the positions they applied for.

Support for the engagement of senior human resources

Following the principles of diversity, equity, and inclusion, Nissan introduced the “Senior Partner System” in April 2013 as a career stage for senior employees with a high level of expertise and experience, enabling them to continue working regardless of their age. This system is designed to establish a flexible work style that balances the diverse needs of employees regarding their second careers with the needs of the company and provides employment opportunities after retirement at age 60 up to age 65. The number of senior partners has grown from over 200 when the program began to over 2,800 as of the end of 2023, and these partners are active in a variety of occupations and positions. In 2023, Nissan revamped its framework of compensation and periodic interviews and related matters. It has built an environment in which employees are highly motivated to do their work and foster their successors as a member of the organization by posting expectations more in line with each individual’s duties and providing compensation in accordance with the level of their contribution. At the same time, the company introduced a system that allows senior partners who meet certain criteria to continue to be active beyond age 65 until age 70, thereby broadening the range of life plan options for senior employees.

Offering learning opportunities



Based on our firm belief that employees are our most important asset and that nurturing them is critical, we support them by providing a large number of learning opportunities. We have developed various programs to help employees improve their management and business skills, and to develop leadership skills. We also offer opportunities to acquire skills in areas such as electrification, connected and automated driving, and digital and advanced technologies, which are especially important in today’s mobility industry. Specifically, in addition to mandatory trainings for each career stage, we implement elective trainings which allow employees to choose what they want to learn. We also expand global common e-learning content to encourage self-learning. With these measures, we strive to foster a corporate culture of continuous learning and development. We use technology to facilitate learning and enhance the learning experience. In response to changing times, we are actively shifting from face-to-face training conducted in groups to online training to build an effective learning environment that enables each individual to learn using their mobile devices under remote working conditions.

Nissan Learning Center

In the automobile industry, in which technological innovation is rapidly advancing, in order to maintain and develop Japanese manufacturing that leads global competition, talents are required who not only understand advanced vehicle manufacturing and technology but also have management skills and maturity. We founded Nissan Learning Center with the aim of continuously developing capable leaders to play a central role in *monozukuri* and pass down our technologies and skills to future generations. This is another example of how we offer learning opportunities and promote activities to develop human resources. Nissan Learning Center comprises three organizations: Nissan Technical College, Genba Kanri (shop-floor management) School, and Engineering School. It offers a variety of programs aimed at developing engineers and technicians who carry forward the “Nissan DNA” and achieve continuous success through the implementation of the evolved NISSAN WAY. In recent years, we have transitioned these courses to online and on-demand formats in order to expand opportunities for employees to take them, and we offer approximately 70 courses, such as technology courses that include AI and IoT.

Nissan Software Training Center (STC)

In 2017, we established the Nissan Software Training Center (STC) within our Nissan Advanced Technology Center (NATC) and have been working on training engineers to develop skills for both cars and software development. As software holds the key to our competitiveness in an age where CASE is progressively expanding, we continue to develop talent who are well-adapted to digitalization through our STC programs in which we offer necessary knowledge and skills. To date, a total of 566 employees have graduated the program (completed reskilling) over a period of 18 semesters since the center’s establishment in 2017.

Engineering and technical skill training around the world

To strengthen our efforts to expand our business globally, we must further improve the engineering skills of individual employees working across the globe. We offer opportunities for personal growth equally to all employees in both R&D and manufacturing, whether they work in Japan or elsewhere, to help them enhance their capabilities.

Training for engineers

Since 2012, we have implemented the Global Training Program (GTP), a common global basic training program for engineers at R&D sites worldwide.

Furthermore, in recent years, we have moved forward with plans for more advanced and specialized training, including training in the areas of electric vehicles, autonomous driving technologies and connected car services, in order to develop talent that can lead R&D related to autonomous vehicles and connected cars.

Training for technicians

Nissan formulates all principles and standards based on the Nissan Production Way (NPW) concept, a common global production method. In order to improve the operational management level of on-site supervisors, Nissan has a common NPW education program for the Nissan Group, aiming at the promulgation and implementation of the NPW.

Improving management quality

We are working to improve the quality of leadership and management at the global level. In January 2024, we announced the Nissan Leadership Way, a set of leadership values and actions felt in our hearts, and not just our heads. In the introduction of the Nissan Leadership Way, corporate officers and general managers themselves act with strong leadership, holding dialogues and workshops to promote understanding in their respective departments and to

communicate the will to change. Efforts are also underway to ensure that management is equipped with the skills and leadership necessary to build a psychologically safe workplace. In fiscal 2024, we plan to introduce a new training program for general managers aimed at creating a workplace with psychological safety and human resource development practices.

From fiscal 2021 onward, in addition to companywide training by job level (for new employees, for newly promoted managers, etc.), we have continued to promote the understanding and practice of behaviors related to the expected roles of each position. In addition, the existing training program structure will also be revised in line with the new NISSAN WAY and the leadership of psychological safety assurance and human resource development, creating an environment where employees can take training that strengthens relevant skills and leadership.

In 2023, we introduced a common global framework called Nissan Charge to increase opportunities for learning and growth and improve the quality of management for all employees, in which approximately 10,000 had participated at the end of fiscal 2023. In fiscal 2024, we will launch a program for executives and focus on training for management-level employees. We are also making efforts to improve our mid-career hire onboard training program to create a comfortable working environment for mid-career hires so that they can quickly adjust to their new environment and play active roles in the company.

Training future leaders

To continually foster future leaders and specialists who will lead the company, we take a strategic and systematic approach to training, job rotations, and recruitment. Specifically, we identify future business leader candidates at an early stage and implement various training programs by clarifying their strengths and development areas according to their growth stage, including young employees, middle managers, and corporate officers. Staff rotations beyond divisions and regions are strategically and systematically implemented to give candidates for future leaders opportunities to work in management posts or global functions so that they can acquire the experience needed to become a management member or a leader. Furthermore, we are in the midst of a period of transformation from the era of owning a car to the era of creating new mobility services, such as electrification, autonomous driving, car sharing, and connectivity with the internet. We are therefore working to develop leaders who can lead new businesses beyond the boundaries of the conventional automobile business. Furthermore, to cultivate a pipeline of future leader candidates, we provide the "Global Challenge Program," in which younger employees travel to Nissan's overseas sites for extended periods to work with local teams to solve problems. We also offer the "Venture Challenge Program," in which they learn work processes and know-how through operations at startup companies in Japan. Candidates are encouraged to apply for both programs through self-nomination from the viewpoint of supporting employees who take initiative.

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. To effectively operate these talent management schemes, meetings dedicated to human resources are regularly held with corporate officers. There, talents are identified, then development plans and succession plans are created.

In addition, corporate officers have opportunities for direct dialogue with future leader candidates and actively participate in discussions on human resource development measures across divisions and regions. These strategic human resource management systems are also being actively discussed at the regional and departmental levels, with human resources and systems coordinated across regions under a common global framework.

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 such as purchasing and accounting. In fiscal 2024, the system’s 19th year, 49 Expert Leaders and two Fellows are playing an active role in a total of 85 fields of specialization. The Expert Leaders and Fellows make use of their specialized knowledge to contribute to Nissan’s business endeavors overall.

In addition to sharing their knowledge with others via the corporate intranet and other communication tools, they contribute to the fostering of the next generation of experts by passing on their expertise in seminars and training courses.

Company-wide training system

Compulsory training

New general manager training	Customer First
New manager training	Orientation
	Personnel Evaluation
	Advanced Management
	Diversity Management/Cultural Inclusion
	Diversity Management / Inclusion
	Harassment Prevention
New assistant manager training	Customer First
	Role / Evaluation System / Management Basics
Leader training	Role
	Customer First
3rd year employee training	Career
New graduate induction training	Onboarding Training
Training for mid-career hires	Onboarding Training /e-Learning

Elective training *1

	General employees		Management-level employees	
	Leader	Assistant manager	Manager	General manager
Face-to-face/Online			Quality Management	
			Team Leadership	
			Building a Culture of Trust	
			Advanced Coaching for Managers	
	Coaching Training			
	Project Management			
			V-Expert Training *2	
			V-Pilot Training *2	
			i-Pilot Training *2	
		V-FAST Facilitator Training *2		

Learning and development achievements

Training program achievements at Nissan Motor Co., Ltd.

Performance indicators for training programs	FY2021	FY2022	FY2023
Number of learners	395,448	519,905	514,187
Total hours of training	328,783	392,294	358,597
Average hours per learner	14.3	16.5	14.9
Learner satisfaction (out of 5.0)	Above 4.2	Above 4.2	Above 4.2
Investment per employee (¥)	67,000	75,000	76,000

*1 In addition, we have prepared more than 100 in-person and e-learning courses for specialized knowledge and skill development.

*2 Training on “V-up” Program, the problem-solving program developed by Nissan.