

Diversity, equity and inclusion

Approach to diversity, equity and inclusion (DEI)

Nissan is committed to be a truly diverse, equitable and inclusive company that empowers everyone to challenge themselves and drive innovations that make a difference. As we transform the way people live and drive, our ambition is to further deepen and advance Nissan's DEI initiatives, ensuring that everyone is valued and respected while actively contributing to a more inclusive world.

Our statement

Nissan's commitment to DEI starts with our people and culture. We aim to give everyone a voice and the opportunity to realize their full potential.

Under the Nissan Social Program 2030 (NSP2030), we will promote initiatives with the goal of realizing an inclusive and exciting company that values uniqueness.

In an increasingly complex and changing world, we need to bring together diverse teams to address and cater our products to the different needs of customers and societies. The emphasis on DEI will help us to be truly inclusive with our innovations as we continue to deliver the future of mobility and enrich the world we live in.

Diversity

We define diversity as the need to embrace differences. This means recognizing and respecting different values and backgrounds such as race, ethnicity, national origin, culture, religion, gender, sex, sexual orientation, gender expression and identity, disability, marital status, age, career or academic background and lifestyle. Diverse perspectives are necessary to promote innovation.

Equity

We see equity as the need to provide fair opportunities for everyone based on each individuals' situation.

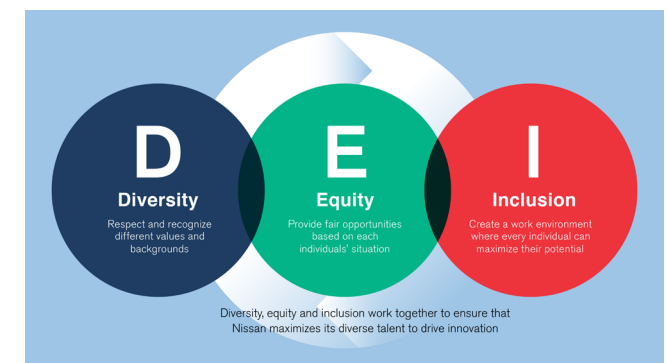
Equity also empowers the inclusion of different values and backgrounds within Nissan helping to create greater value through bold and diverse innovations.

Inclusion

We define inclusion as the need to create a work environment where every individual can maximize their potential. At Nissan, we seek to foster an inclusive culture by actively bringing everyone across the business together.

Furthermore, we want to ensure that everyone has a part to play in the decision-making process and their voices can be heard no matter their role in the company.

Diversity, equity and inclusion work together to ensure that Nissan maximizes its talent to drive innovation.



Signing the Women’s Empowerment Principles

In August 2023, Nissan signed the UN Women’s Empowerment Principles (WEPs), which are seven principles established by the United Nations Global Compact (UNGC) and UN Women.*1



Diversity, equity and inclusion management

DEI decision-making and action-driving bodies

Nissan has a framework to promote DEI worldwide through collaboration between the corporate organization and each region.

Global DEI Council

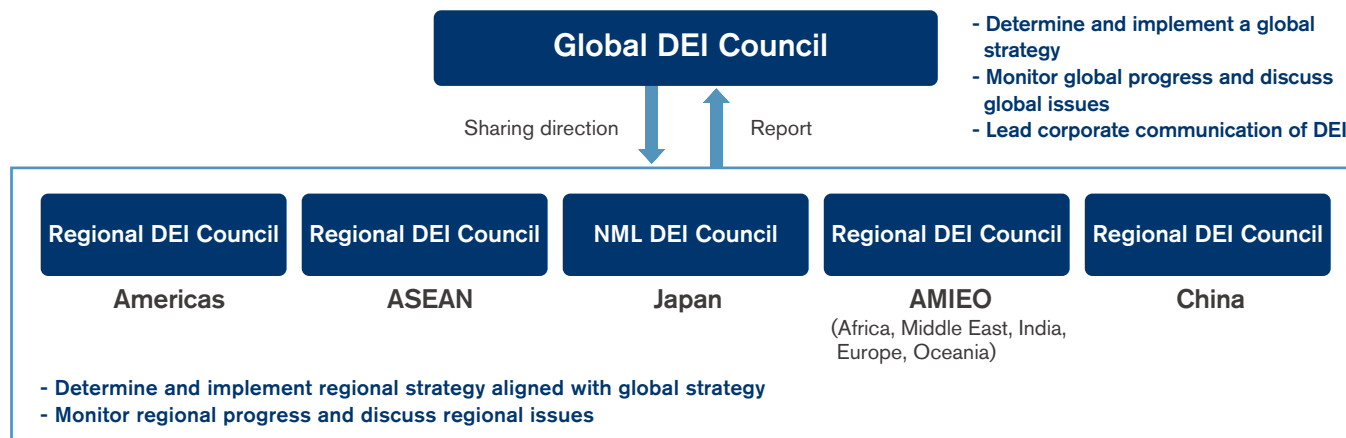
- Chaired by the CEO. Members are executives representing divisions and regions.
- Share, discuss and make decisions on DEI strategies and direction.

Regional DEI Council

- Organizations for promoting DEI in each region
- Chaired by the senior management of each region and members are executives representing each division.
- Makes decisions on DEI strategies and direction in each region aligned with that of the corporate organization.

Organizations promoting DEI

- The promotion of DEI is spearheaded by dedicated organizations or specific individuals in Japan and each region where we have a business presence. They manage the DEI Council, collaborate among departments, and lead the development and execution of DEI strategies in each region aligned with the global DEI strategy.



*1 Click here for further information on CEO Makoto Uchida’s comments. <https://global.nissannews.com/en/releases/nissan-signs-un-womens-empowerment-principles>

Diversity, equity and inclusion achievements

Our actions

Nissan's basic philosophy is to work to enable each of its diverse employees to reach their full potential while taking into consideration each individual's situation and recognizing differences. With an inclusive mindset, we uphold a diverse work culture that provides equitable opportunity with greater work life balance for all, and our employees are expected to empower and help each other to deepen understanding of different cultures, people and experience. Our business partners, customers and the communities where we operate are to be respected in the same way. Alongside this, each region and market where Nissan is present follows our global policy that defines roles each individual should play, while also developing their own approach to focus on diverse local environments.

Cultivating a corporate culture that promotes DEI

Nissan offers many opportunities to develop a better understanding of mutual differences. Positioned as the foundation of the Our Nissan corporate culture reform initiative, through DEI we aim to cultivate a more inclusive corporate culture by providing opportunities for various dialogues, listening to and recognizing employees' voices, and creating an environment in which employees can communicate freely and openly.

Actions to deepen mutual understanding

Equity means recognizing differences in the circumstances of each individual and obtaining and providing the right tools and opportunities suitable for each. To deepen understanding of these ideas, we have introduced DEI-themed training.

Details	
Global DEI e-learning	Mandatory training designed to deepen Nissan employees' understanding of DEI and create a workplace infused with it.
Unconscious bias e-learning	This training is provided to all indirect employees so they can learn the influence of the unconscious bias that everyone has as well as techniques to mitigate its effects.
Gender diversity e-learning (Japan)	Aiming to create and implement an environment in which each individual, regardless of gender, can maximize their abilities as part of a diverse team.
LGBTQ+ e-learning (Japan)	Aiming to make everyone feel comfortable at work, we are implementing mandatory training for all employees to learn about LGBTQ+.
Human rights and DEI training (Japan)	Workshops and training are conducted to ensure a proper understanding of human rights and their association with DEI to inculcate how everyone should act and contribute.

Open communication

At Nissan, we value open communication that fosters a sense of unity across different positions and years of service.

We provide a variety of opportunities for dialogue so everyone can share their ideas, respect differences and bring in unique perspectives.

Main initiatives	
Town hall meetings	We communicate DEI Council activities to employees at departmental meetings and other events.
Talk sessions with leaders	We promote an understanding of DEI by communicating management experiences, thoughts and expectations for employees through fireside chats, round tables and other events.*1
Workshops and opinion exchanges	We continuously conduct workshops on the theme of DEI.

Main initiatives	
Global diversity awareness month	We have opportunities to reconsider and discuss the importance of DEI through executive officer messages, employees interviews and panel discussions.
DEI forum	These events are held to discuss DEI topics with outside speakers and to provide opportunities for employees to think about them.
DEI handbook	This handbook is published to explain the mindset and action guidelines required to deepen employee understanding of DEI and share these values. The materials are translated into a variety of languages and used in each region.
Intranet newsletter	Information on various events and training programs, implementation reports and other DEI-related content are posted on the company intranet. We also regularly issue an e-mail magazine to promote DEI throughout the company.
Corporate website DEI section*2	As one of the key pillars of our management strategy, Nissan's vision, initiatives and top management messages are publicly disclosed on our corporate website.

Practicing inclusive leadership

Nissan leaders are expected to understand the needs of each team member and colleague while at the same time creating an inclusive work environment. The DEI concept is included in the Nissan Leadership Way, which defines the leadership values and actions each individual should take.

Main initiatives	
Executive workshop	The themes of this event are "Team strategies for increasingly diverse organizations" and "Conscious inclusion." Through discussions and exchanges of opinion, we are fostering the DEI mindset in organizational management.
Diversity management training	As part of the training for new senior managers, participants acquire the mindset to manage diverse staff and maximize results for both individuals and the team through experiential learning that takes DEI issues and responses into consideration.
Childcare leave e-learning (Japan)	Once the childcare leave system is understood, this program helps managers and supervisors learn how to lead their teams in day-to-day management using the balancing of work with childcare and paternity leave as a starting point.

*1 Click here for information on the DEI session at the Nissan Sustainability Seminar 2023 : <https://global.nissannews.com/en/releases/nissan-sustainability-seminar-2023?origin=channel-NNG243>

*2 Click here for information on the DEI section of the corporate website : <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/DIVERSITY/>

Actions to maximize the abilities of each individual

To ensure employees of all backgrounds remain highly motivated and engaged, Nissan strives to create an environment that maximizes their abilities by providing learning and development opportunities.

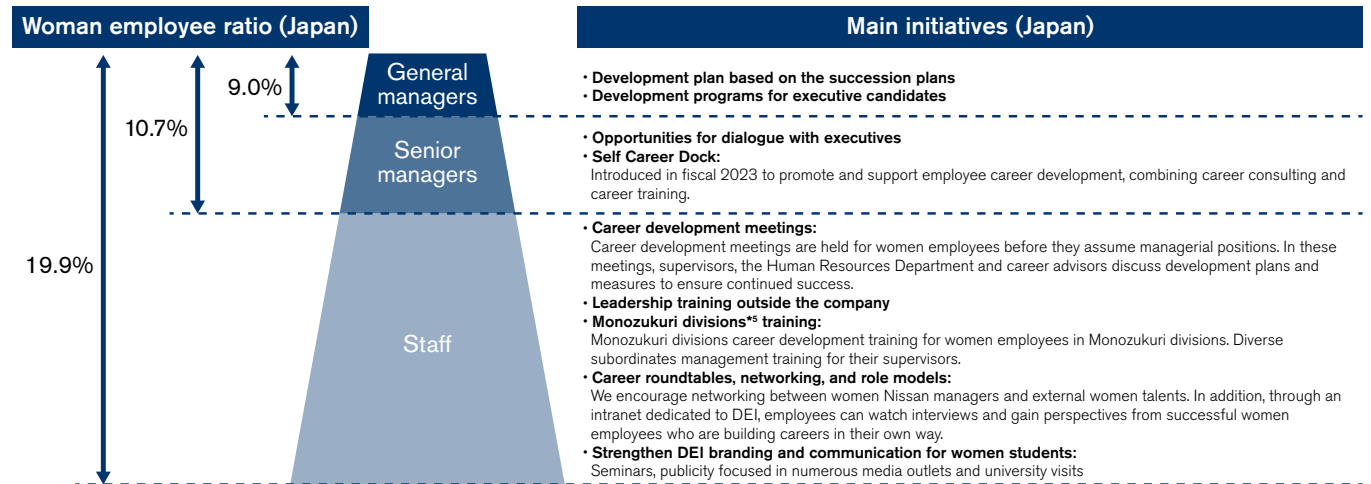
Gender diversity initiatives

Having women in positions of influence not only provides new perspectives, but also leads to improved internal policies and systems that are more equitable. Furthermore, Nissan recognizes the current gender gap and continues to work toward its elimination as we believe it affects aspects of our corporate culture such as diversity in the workplace. As a result of such initiatives, the percentage of women among Nissan managers globally has increased from 6.7% in 2008 to 15.9% in March 2024. Nissan empowers women globally. *1 *2 *3

As a result of these various initiatives, women now comprise 10.7% of managers in Japan as of March 2024. This compares favorably to the average of 4.9% for Japanese manufacturers with 1,000 or more employees (according to the 2023 Basic Survey on Wage Structure from Japan's Ministry of Health, Labor and Welfare). As of March 2024, 9.0% of positions from the level of general manager and up are filled by women. This is 4.5 times larger than the 2008 level of 2.0%.

Nissan aims to bring the ratio of women in management closer to the overall percentage of woman indirect employees in Japan. To accomplish this, we aim to raise the woman ratio of indirect employees to 30% by actively accelerating the hiring and development of women to enrich the pipeline.

<Woman level-based human resource development initiatives> (Japan) *4

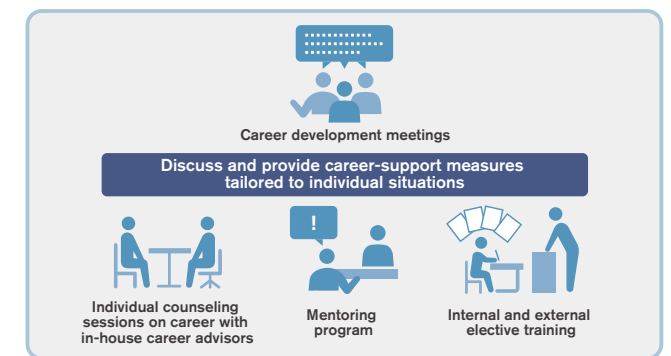


(As of March 2024, the ratio of women managers was 10.7% and the woman ratio of indirect employees was 19.9%.)

At the NML DEI Council, which discusses issues unique to Japan, "gender gap" continued to be the topic for the fiscal year 2023, and executives representing each function shared best practices and discussed the action plans for each function formulated in the previous year and discussed further measures. By implementing action plans for each function and the company-wide, we will further accelerate our efforts.

The ratio of the average pay of women to that of men is 82.5%. (The ratio is among all employees as of March 2024) in NML. Although there is a gap in average pay per person due to differences in composition between men and women, such as the ratio of managers, there is no difference in treatment between men and women in pay.

Continuing the initiatives previously described will narrow both the gap in the gender ratio at each job level and the average pay difference of men and women.



*1 Refer to our Corporate Governance Report (Principle 2-4-1). Click here for more information on ensuring diversity in core human resources. https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/g_report.pdf

*2 Click here for Nissan's action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace. (Japanese only) <https://positive-ryouritsu.mhlw.go.jp/positivedb/detail?id=727>

*3 Nissan is supporting Keidanren's goal of having women make up 30% of executives by 2030. Click here for more information on Challenge Initiatives for 30% of Executives to be Women by 2030. <https://challenge203030.com/EN.php>

*4 For more information on the development of systems and environments, please refer to Creating an Inclusive Environment. >>> P103

*5 Monozukuri divisions include Manufacturing, R&D, Purchasing, Design and Total Customer Satisfaction.

Initiatives at car development/production sites and dealers (Japan)

Car development stage

We listened carefully to the voices of our women customers throughout the design and development process of the Nissan X-Trail. It went on to be named the Best Large SUV in the Women's World Car of the Year 2023. It is the only international award made up exclusively of women automotive journalists.*1

Production sites

We are helping to create production lines that allow anybody to work regardless of age or gender. We are also developing processes in which not only women but people with special physical needs can play an active role. In 2016, the Nissan group's first forewoman and supervisor was appointed at the Oppama Plant (Yokosuka, Kanagawa Prefecture). In such an environment, other employees also feel they can further their careers. Also, with the aim of promoting the acceptance of diversity and creating comfortable workplace environments for all employees, informative videos are provided to technicians and seminars are conducted for foremen and general foremen. The videos and seminars explain what inclusion actually means and how it can be implemented in the workplace.

Dealers

Many women car-life advisors (CAs) are active in our dealers nationwide in Japan and a woman president has been appointed at a dealership. As of the end of February 2024, 1,146 women CAs were employed across Japan. The ratio of women CAs is 11.4%. In addition, women technical advisors (TAs) have been appointed to serve as bridges between customers and dealer technicians.

Development of women leaders

Following the appointment of Lavanya Wadgaonkar as a corporate vice president in April 2024, there are now eight women in top management and director positions at Nissan's global headquarters in Japan (as of June 2024. On the Nissan Motor Co., Ltd. board of directors, three independent outside directors are women.) We are continuing to implement development programs for candidates for women leaders.

Health promotion support service (Japan)

By focusing on and improving areas often neglected by people feeling unwell, including Femtech*2 and sleep improvement, Nissan promotes a work environment that facilitates improved productivity and the realization of a work-life balance. We provide online seminars and medical support for employees and their families and partners to promote understanding of various health issues, including those specific to women such as menopause, as well as treatment for infertility — which can affect both men and women. The third DEI forum held in fiscal 2023 focused the theme "Femtech for DEI promotion," and provided an opportunity for employees to think about the relationship between DEI and Femtech as well as health and careers.

Employee resource group (ERG) *3

ERG is a network formed by a group of employees with common aspirations (identities and interests) and is supported by executives. Nissan has a variety of organizations that cater to different interests, including LGBTQ+ allies, working parents, multicultural and gender. They organize events and share knowledge and experiences to create a workplace where employees can work with more confidence and vigor. We are proactively developing activities tailored to the characteristics of each of our operations in Japan, the Americas, AMIEO (Africa, Middle East, India, Europe and Oceania) and China.








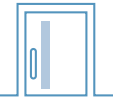




*1 Click here for more information on the award. <https://global.nissannews.com/en/releases/release-0cbaaa35cd823cb7d80b7f6fb01f3d71-nissan-x-trail-awarded-best-large-suv-by-wv-car-of-the-year-2023>

*2 Nissan has introduced self-care initiatives for both men and women, including Femtech, which refers to products and services that offer solutions to women's health issues such as menopause, menstruation and fertility treatment.

*3 Referred to as Business Synergy Teams (BSTs) in the Americas Nissan Group.

LGBTQ+ related initiatives

Nissan is making both internal and external effort to support LGBTQ+ people, creating a corporate culture that embraces difference in gender identities and sexual orientations, introducing systems and facilities considerate of them, and releasing supportive message to the public.

Activity pillars	Examples of activities
Fostering a climate of understanding	 Original stickers representing allies  LGBTQ+ e-learning required for all employees  LGBTQ+ seminars held annually since 2014  PRIDE month special issue information disseminated via an email newsletter and intranet  Employee Network (ERG) launched in 2016, with official ERG from 2023
Institutions and facilities	 Same-sex marriages and de facto marriages are also covered Leave system based on marriage reasons, provision of wedding gift money  Individual health checkup schedule  Installation of multiuse restrooms  External consultation service
Communication outside company	 Participation in Tokyo Rainbow Pride (TRP) since 2017; booth exhibit and PRIDE parade participation in 2024  CEO's LinkedIn message  Seven consecutive annual PRIDE GOLD awards for being a top LGBTQ+ supportive company

Enabling diverse human resources

Initiatives on mid-career hires and senior employees

Nissan has been hiring, developing and promoting talented individuals with various career backgrounds on a regular basis. We provide necessary training to employees with prior experience at other companies to enhance their performance at Nissan.

Nissan's mid-career recruitment ratio for management is higher than the average Japanese company and is even higher for indirect employees. (The mid-career recruitment ratio in management is 35.6% and for indirect employees 33.2% in Japan as of March 2024.)

We also provide opportunities to senior employees. *1

Initiatives for hiring people with disabilities

At Nissan, we create workplace environments and systems to provide opportunities in which people with disabilities can work to their full potential.

Cross-cultural cooperation

Nissan's global workforce is composed of more than 100 nationalities. The senior management and team leadership levels also include diverse nationalities. The percentage of non-Japanese in management positions working for Nissan in Japan (6.2% as of March 2024) is high compared to other Japanese companies. In addition, 40.0% of Nissan's executives are non-Japanese nationals.

We provide opportunities to enhance skills and experience in working collaboratively across diverse cultures by acquiring knowledge through personnel exchanges among offices outside Japan and project collaborations.

We also launched a multicultural employee network in 2023. The first initiative is a culture celebration event held in Japan to commemorate celebrations important in each cultural region, deepening participants' sense of belonging and mutual understanding while facilitating networking opportunities.

*1 Click here for more information on "Support for the engagement of senior human resources." >>> P110

Creating an inclusive environment

To realize a working environment that provides equitable opportunities and support and allows every employee to reach their full potential, Nissan believes in maintaining a work-life balance that respects individual circumstances.

Balanced support (Japan)

- We provide training and seminars to support employees balancing work and childcare as well as employees responsible for nursing care and those undergoing treatment and self-care.
- We provide training and seminars for managers to learn how to support the careers of employees who are engaged in balancing work and childcare.
- We have also invested in infrastructure development, including programs and facilities.

We are introducing effective measures by approaching work-life balance from these three directions. Since 2022, with the aim of fostering a culture that makes it easier for men employees to take paternity leave, the following actions have been implemented: CEO Makoto Uchida announcing Nissan's Iku-Boss*¹- Declaration, distributing messages of support to employees from executives and managers, rolling out mandatory e-learning for managers, and introducing cases of childcare leave by conducting interviews with employees who have previously taken paternity leave.

Building on the existing Family Support Leave, from fiscal 2024 we will establish a new Life Support Leave that can be used for medical treatment, recuperation and prevention, thereby creating an environment that can meet the individual needs of a wider range of employees.

In addition, activities are also conducted from a bottom-up approach, such as Escargot — an employee-led resource group set up by working parents to exchange information. Starting from fiscal 2023, executives serve as sponsors for Employee Resource Group (ERG) to support these initiatives.

Creating an environment conducive to achieving an optimal work-life balance

Comprehensive support for employees: For themselves, managers, mindset and infrastructure



Supporting employees: Career development and work-life balance support

- Seminar for expectant parents before maternity and childcare leave
- Reinstatement seminar
Provide employees with opportunities to think about their career paths and workstyles before and after maternity and childcare leave
- Nursing-care seminar



Supporting managers who have employees engaged in work-life balance

- Guidance on offering promotion exams before childcare leave
- Childcare leave system e-learning for managers
- Diversity management training for managers
- Support for paternity leave



Developing programs, facilities and other infrastructure conducive to the work-life balance of employees and fostering a culture that is supportive of employees taking childcare leave

- Remote work program (all employees are eligible except those in manufacturing processes)
- Super flextime without core time (core time exists at some sites)
- 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 available by the hour)
- Life Support Leave (medical treatment, recuperation, and prevention support available on an hourly basis)
- Childcare leave (with splitting option), nursing care leave and maternity protection leave
- Accompanying leave (three years maximum)
- Re-employment policy
- In-house childcare center (at five sites)
 1. Supports employees by helping them balance work and childcare and perform at their best
 2. Support for returning to work at the desired time without being affected by the waiting list issue
- Lending of personal computers to employees on leave (for intranet and email access)
- MM care room (lactation room)
- External nursing-care hotline

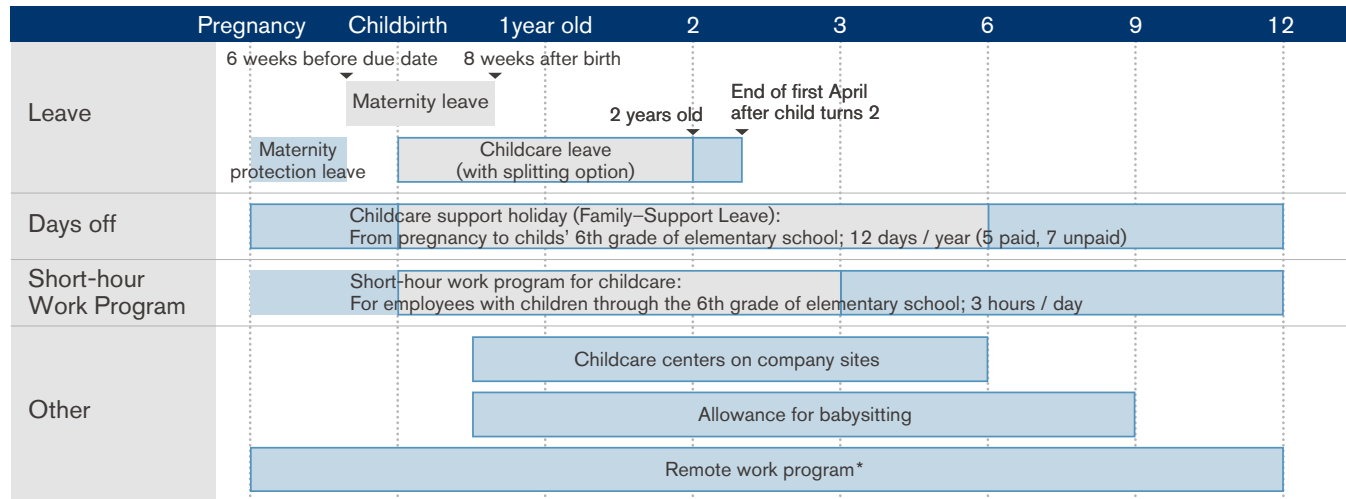
*1 Iku-Boss — a Ministry of Health, Labor and Welfare initiative — refers to executives and managers who consider the work-life balance of their subordinates and support their careers and personal lives while achieving results in organizational performance and enjoying their own work and personal lives. An organization's top management and executives state their aim to become an Iku-Boss by making an Iku-Boss declaration.

Creating programs, facilities and other infrastructure for employees balancing work with childcare or nursing care: Establishment of in-house childcare centers

The number of centers has been increasing since the company opened its first one at the Nissan Technical Center in 2005. In 2017, the first childcare center in a plant was opened at the Oppama Plant. In April 2022, Nissan opened

its fifth in-house childcare center at the Yokohama Plant. We currently have in-house childcare centers at the Nissan Technical Center, the Nissan Global Information System Center, the Global Headquarters, the Oppama Plant and the Yokohama Plant. Their operating hours are line with the working times of each site to support the continued employment of employees.

Support systems for childbirth and childcare (Japan)



* Available to all employees (excluding those in manufacturing processes) regardless of their reasons for childcare or nursing care.

█ Legally mandated █ Decided by Nissan █ For parents of both sexes

Promotion of inclusive workstyles

We are committed to create a working environment in which diverse employees can maximize their performance. Nissan's remote work program has evolved since the introduction of the telecommuting system for employees balancing childcare and nursing care in 2006. Since then, reflecting the opinions of employees and management, we are expanding locations to work, setting minimum increment for working and widening the scope of eligible employees. The upper limit of hours was eliminated in 2021 to expand the system.



Remote work program with no upper limit of hours*

*For all employees except those in manufacturing processes



Super-flextime without core time*

*Core time exists at some sites



Standard meeting times that consider time differences among global locations
(between local hours of 7 a.m. and 8 p.m.)

Workstyle reform Happy 8

Main initiatives		
Happy 8 program	In 2015 we introduced the Happy 8 program, a time-conscious workstyle reform emphasizing the ideal of an eight-hour workday. It aims to increase individual and organizational productivity while also improving work life, private life and health by increasing awareness among all employees of working eight hours a day.	
Happy Friday	In February 2017, we introduced our Happy Friday program. It encourages employees to leave the office at 3 p.m. on the last Friday of each month to promote an enhanced work-life balance.	
Happy 8 survey	We conduct an employee survey on workstyles every year to review and revise the programs that meet employees' needs and actual conditions conveyed from the survey.	
	Items from previous Happy 8 surveys incorporated into the program	
	May. 2019	Expanded workplace to include locations analogous to home (spouse or blood relative homes)
	Oct. 2020	Expanded workplace to include public spaces
	Jan. 2021	Family Support Leave in one-hour units
	Jun. 2021	Removed upper limit on remote work hours
Jul. 2023	Health promotion support service	
Aug. 2023	Self-Career Dock	
Apr. 2024	Life Support Leave	

Expanding DEI to partnerships and communities

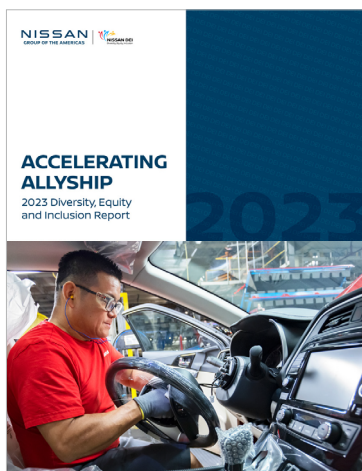
Nissan will proactively contribute to the realization of a more inclusive world by expanding the scope of application of DEI concepts and activities within the company to business partners and local communities.

Main initiatives (Japan)	
Collaborations with schools	We conduct vocational lectures on the automotive industry, the work done by Nissan and the experiences of our employees.
Collaborations with universities	We build relationships through executive speaking engagements and corporate sponsorships.
Tokyo Rainbow Pride	Alongside LGBTQ+ people and their supporters (Allies), we sponsor and exhibit at events and participate in parades with the aim of realizing a society in which all people, regardless of sexual orientation or gender identity, can live their lives more freely without discrimination or prejudice.
Participating member of D&I Kanagawa	We endorse and participate in this initiative, which aims to realize a gender-equal society in which all people can demonstrate their individuality and strengths.

Achievements at sites outside Japan

Initiatives in Americas

Nissan Group of the Americas is committed to creating a culture where everyone belongs and employees, customers and partners feel respected, valued and heard. Our mission is fueled by the many people who make, sell and use our products. We are striving to create a culture that helps unlock every employee's full potential. Grounded by our North Star — "Better Conversations Lead to Better Actions," — we focus on initiatives that equip our workforce to appreciate differences, investments to support the communities where we do business, and partnering with organizations that align with our DEI values.*1



Americas DEI Annual Report

Initiatives in AMIEO (Africa, Middle East, India, Europe, Oceania)

The AMIEO (Africa, Middle East, India, Europe, Oceania) region, established in April 2021, is geographically wide and diverse. We operate in more than 100 markets, which offers a tremendous opportunity to leverage the inherent diversity within the region. AMIEO is represented by an 11% woman population across the business (both direct and indirect employees), with six women in key leadership roles. Our mission to build a strong DEI culture both internally and externally is supported by four strategic pillars: establish accountability, foster an inclusive culture and workplace, communicate and celebrate, and governance. The core mission of our Regional DEI and local councils established in fiscal 2023 is to create a workplace in which every individual can come to work feeling secure, embraced and able to be their true selves. By creating and fostering this environment, we allow our employees to feel they belong and enable them to do their best every day.*2



AMIEO DEI Annual Report

Initiatives in China (NCIC and Nissan China JVs)

In China, we are committed to creating a truly diverse, inclusive and equitable environment in which individuals can demonstrate their potential to the fullest. The following initiatives have been taken:

DEI awareness enhancement

- 1) Communication: Various communication channels established for DEI concept penetration.
 - Townhall, skip-level meetings and employee roundtables with DEI topics held with management throughout the year.
 - Culture Ambassador program in NCIC established to further penetrate DEI concepts by ambassadors from each business function through various activities (management dialogues, DEI story sharing, etc.).
 - DEI e-Community set up in NCIC — a platform for employees to exchange viewpoints and to share good practices.
 - One-Stop DEI Resources site introduced in NCIC to ensure easy access to comprehensive information.
- 2) Training: Multiple learning resources provided to ensure a better understanding of DEI.
 - DEI leadership training provided for managers and above level to deepen their understanding of DEI along with case studies in daily behavior and interactions to inspire team members and drive team performance.
 - Intergeneration leadership workshops held to enable leaders to foster more inclusive and empathetic perspectives in younger generations and enhance their motivation and engagement.
 - Unconscious bias and safe mindsets e-learning for all employees (100% completion rate).

*1 Click here for more information on the initiatives in Americas. Link to Americas DEI Annual Report <https://www.nissanusa.com/content/dam/Nissan/us/responsibility/diversity/pdf/2023-Nissan-Group-of-the-Americas-DEI-Report.pdf>

*2 Click here for more information on the AMIEO initiatives. Link to the AMIEO DEI Annual Report <https://nissanamieosustainability.com/wp-content/uploads/2023/10/AMIEO-DEI-Annual-Report-FY2022-1.pdf>

- Cross-culture training for inbound and outbound expatriates to facilitate a smooth landing.
- 3) Regional DEI Council: DEI concepts and strategies cascaded and implemented for regional senior management through the China regional DEI council, and regional initiatives monitored and regional issues discussed as needed.

Inclusive workplace building

- 1) A flexible working scheme implemented and optimized in the post-covid era that allows employees more flexibility based upon their personal needs.
- 2) Employee Assistance Program (EAP) provides employee with support for mental health issues.
- 3) Recruiting: No limits placed on the gender, age, or personal backgrounds of recruits, and equal opportunity offered in advertisements and the CV screening process.
- 4) Gender Diversity:
 - Maternity/paternity leave implemented to support employee's needs.
 - Woman talent career development facilitated with regular IDP (Individual Development Plan)/CDP (Career Development Plan)
 - Mental health workshops held on International Women's Day.
- 5) Young generation development:
 - Engage young people through the Culture Ambassadors' program, Cross Functional Team (CFT) projects and skip-level meetings with management.
 - Management carries out mentoring program in strengths communication with talented young employees.
- 6) ERG "Keep Growth in Nissan" established in NCIC with sponsorship from NCIC management to provide members with networking and professional/career development opportunities.

Initiatives in ASEAN

In ASEAN, we are committed to creating value and respecting the value of people through diversity, equity and inclusion. Our key activities are:

Celebrating and Empowering Women

We celebrated International Women in Engineering Day and International Women's Day to foster gender equality and celebrate the many contributions of women. This was done through leadership communication, employee testimonials and women development activities.

Flexible workstyle

We promote flexible and remote workstyles where applicable. To encourage flexibility and prioritize employees' well-being, we are continuing our F.A.S.T (flexible and safe teams) hybrid work arrangement guideline.

Equal opportunities:

We provide equal opportunities for employees regardless of their background to drive their own careers and build their skills. To empower them to do so, we train employees to draft their own career development and individual development plans. Managers are trained in a leaders' forum on how to support their employees through career discussions.

Wellness month:

We promoted employee well-being through physical and mental health programs and activities, including personal counseling with psychologists and a webinar titled "Positive work environment: Fighting burnout with inclusiveness."

Employee Appreciation Day:

We take the opportunity to give everyone a chance to show their appreciation and recognition to their bosses, peers and team members, regardless of their job level. To show appreciation to all employees, various appreciation activities are launched.

Regional DEI Website:

We launched an internal site to increase awareness about what DEI means to Nissan, share our DEI policies and handbook in local languages, and share the latest DEI-related news and activities.

External recognition for DEI at Nissan

Both Nissan's DEI initiatives and its attitude of placing emphasis on employee diversity, have received considerable external recognition.

Japan

Kurumin certification

In 2015, we became the first company in Kanagawa Prefecture to earn a Platinum Kurumin certification, which is granted to Kurumin-accredited companies (certified as supporting childcare) that provide an even higher standard of childcare support. Nissan was the first transportation equipment company to be certified.



Eruboshi

The Ministry of Health, Labor and Welfare recognizes companies that successfully promote woman participation in the workplace. We received the highest third-level Eruboshi accreditation in 2017.



PRIDE Index

This is an award that recognizes efforts to support LGBTQ+ employees. In 2017, we became the first Japanese automotive company to receive the top gold rating in the PRIDE Index, and have been awarded it every year since.



Outside Japan*1

Region	Awarded company	Awarded year (in calendar year)	Title of the award	Sponsor
Americas	Nissan Americas	2024	All-Time Top Corporation	Women's Business Enterprise National Council (WBENC) (U.S.)
		2023	DEI Impact Award Runner-Up: Champion for Diverse Talent Award – Organization	Center for Automotive Diversity, Inclusion & Advancement (CADIA)
		2023	Regional Corporate OEM Of The Year (second consecutive year)	Southern Region Minority Supplier Development Council (SRMSDC)
		2023	Corporate Sponsor of the Year	100 Black Men of Jackson Chapter
		2023	Corporate Partner of the Year	Youth About Business
		2023	Great Place to Work United States	Great Place to Work
	Nissan Canada Inc.	2023	Great Place to Work Canada (fifth consecutive year)	Great Place to Work Canada
	Nissan Mexicana, S.A. De C. V., NR Finance Mexico	2023	Best Places to Work LGBTQ+ Mexico (Fourth consecutive year for NR Finance Mexico, third consecutive year for Nissan Mexicana, S.A. De C. V.)	Human Rights Campaign Equidad MX
		2023	Top Company for Women (second consecutive year)	Top Companies – Expansion
	all Nissan South America countries, Argentina, Chile, Brazil and Peru	2023	Great Place to Work Latin America (second consecutive year)	Great Place to Work
Nissan Foundation	2023	Iris Award	United Way of Greater Nashville	
AMIEO Africa/Middle East/India/ Europe /Oceania	Nissan Motor (GB) Ltd.	2023	Valuable 500 (second consecutive year)	Valuable 500
		2023	Pride 365 Certified (third consecutive year)	InterPride (UK)
	Renault Nissan Technology Business Centre India (RNTBCI)	2024	Top Employer 2023	Top Employers Institute
		2024	DiveHERsity Hiring Award (Top20 most innovative practices - Divehersity hiring)	HerKey
		2023	Top 100 Best Companies for Women in India (sixth consecutive year)	AVTAR Group & Seramount
		2023	100 Best – Hall of Fame (sixth time)	Best of Best Conference 2023 by Avtar and Seramount
	Nissan Italy	2023	Great Place to Work	Great Place to Work
	Nissan Middle East FZE	2023	Great Place to Work	Great Place to Work
China	Nissan (China) Investment Co., Ltd. (NCIC)	2023	2023 The Most Attractive Employer (Top 100) (second consecutive year)	"Shixiseng.com (Local job board for intern & campus recruiting)"
		2023	Best Digital Learning Program Innovation Award	CEIBS Online
ASEAN	Nissan Philippines, Inc.	2023	Employer Brand Award 2023	Employer Brand Institute of India
		2023	Best Employer 2024 (Top 7 in 2024 Phils Best Employers)	Philippine Daily Inquirer & Statista

*1 Click here for more information on the main examples of external recognition of our diversity and inclusion initiatives to date. >>> P161