

Employee data

Global/Nissan		(FY)			
	Unit	2023	2024	2025	
Consolidated number of employees ^{*1}	People	133,580 (16,549)	132,790 (16,031)	120,079 (14,840)	
	People	60,468 (15,248)	60,902 (15,065)	58,723 (13,987)	
Japan	People	40,262 (310)	40,242 (234)	37,036 (176)	
North America	People	9,999 (693)	9,771 (478)	8,948 (436)	
Europe	People	16,958 (48)	16,210 (40)	9,890 (30)	
Asia	People	5,893 (250)	5,665 (214)	5,482 (211)	
Other regions	People	6,969	2,558	1,608	
Number of new hires ^{*2}	People	1,765	1,471	1,043	
	People	3,989	564	312	
Japan ^{*3}	People	550	145	51	
North America	People	360	249	48	
Europe	People	415	129	154	
Asia	People	4.0	3.7	6.2	
Other regions	People	2.9	2.8	6.3	
Employee turnover rate ^{*2}	%	3.4	3.1	5.8	
	%	4.5	4.3	4.9	
Japan ^{*3}	%	10.2	8.0	8.0	
North America	%	8.0	6.5	10.8	
Europe	%	15.9	16.2	16.8	
Asia	%	71	69	66	
Other regions	%	91	89	86	
Ratio of women managers	%	22	31	44	
GES ^{*4} (engagement)	Score	0.85	0.92	0.76	
	Response rate				
Serious accident count (GUR) ^{*5}					
Occupational accident frequency rate (FR1)					

Nissan Motor Co., Ltd		(FY)			
	Unit	2023	2024	2025	
Number of employees	People	24,034	24,413	23,174	
	People	20,510	20,839	19,837	
Men	People	3,524	3,574	3,337	
Women	People	41.2	41.0	40.9	
Average age	Age	41.3	41.0	41.0	
	Age	40.7	40.8	40.7	
Men	Age	15.0	14.7	14.9	
Women	Age	15.6	15.2	15.4	
Average length of service	Years	11.2	11.3	11.4	
Men	Years	1,765	1,819	1,082	
Women	Years	1,465	1,553	894	
Number of new hires	People	300	266	172	
	People	6.2	5.0	9.1	
Employee turnover rate ^{*6}	%	2.4	2.8	7.1	
Voluntary Resignation	%	2.5	2.6	2.7	
Disabled employment ratio	%	26,531	26,701	25,783	
Number of unionized employees ^{*7}	People	8,771,496	8,956,336	8,571,467	
Average annual salary ^{*8}	Yen	-	-	△4.3	
	%	82.5	83.8	83.1	
Men and women employees average pay difference ^{*9}	%	79.0	81.0	79.2	
	%	81.6	81.0	84.7	
Regular employees	%				
Non-Regular employees	%				

	Unit	2023	2024	2025	(FY)
Ratio of employees subject to personnel evaluation	%	100	100	100	
Days of paid holiday taken	Days	19.0	18.8	19.1	
Taken paid holiday ratio	%	97	94	97	
Average overtime	Hours/month	25.4	23.3	16.8	
Number of employees taking childcare leave	People	412	696	889	
	People	302	515	579	
Men	People	110	181	310	
Women	People	51.4	65.5	75.5	
Ratio of men employees taking childcare leave ^{*10}	%	96.9	97.7	97.7	
Ratio of employees those who return from childcare leave	%	95.5	96.9	94.3	
	%	99.3	100.0	96.5	
Number of employees taking nursing care leave	People	25	19	20	
	People	20	13	12	
Men	People	5	6	8	
Women	People	346	374	340	
Number of Women managers	People	10.7	11.5	11.3	
	%	99	114	101	
Of which, equivalent to GM	People	9.0	10.2	9.8	
	%	6.4	6.8	6.3	
Non-Japanese indirect employee ratio	%	6.2	6.3	6.1	
Non-Japanese manager ratio	%				

*1 Numbers in brackets denote part-time employees not included in the consolidated

*2 These figures are calculated for only indirect employees

*3 Total of Nissan Motor Co., Ltd. and Nissan Motor Kyushu Co., Ltd.

*4 GES: Global Employee Survey. A maximum score of 100 points, average score of 88 domestic and overseas companies that participated in the employee awareness survey.

*5 Applies to all workers (including employees of partner companies and other companies and visitors, regardless of employment status or affiliation) on our sites (Nissan Motor Co., Ltd., Nissan Motor Kyushu Co., Ltd., and overseas production sites).

*6 Employee turnover rate includes retirement.

*7 Number of unionized employees includes full-time employees, Senior Partners (reemployment after retiring). Number of unionized employees includes those of Nissan Motor Kyushu.

*8 Average annual salary for employees includes bonuses and overtime pay.

*9 Ratio of the average pay of women employees to that of men employees, calculating the average pay by dividing the total amount paid, including salaries, allowances, and bonuses, by the number of employees. Although there is a gap in average pay per person due to differences in composition between men employees and women employees, such as the ratio of managers, there is no difference in treatment between men employees and women employees in the pay.

*10 Ratio of men employees taking childcare leave: (Numerator) Number of men employees who take childcare leave at least 1 day in the year. (Denominator) Number of men employees whose spouses give birth in the year.

Employee data (continued)

(FY)

		Unit	2023	2024	2025
Training session	Annual number of participants	People	514,187	549,382	434,634
	Total hours of training	Hours	358,597	405,861	378,849
	Average hours per employee	Hours	14.9	16.8	16.4
	Participant satisfaction (out of 5)	Score	above 4.2	above 4.2	above 4.2
	Investment per employee	Yen	76,000	63,000	54,000
Health indicators	Work engagement ^{*1}		49.7	49.5	49.7
	Presenteeism ^{*2}	Average score bottom	8.7	8.7	8.6
		Average work disability rate	%	23.2	23.4
	Absenteeism ^{*3}	Physical	Rate per thousand	7.0	6.6
		Mental	Rate per thousand	10.2	9.9

Labor union

Most of the company's employees are affiliated with the Nissan Motor Workers' Union, for which the governing body is the All Nissan and General Workers Unions, and the Japanese Trade Union Confederation (RENGO) through the Confederation of Japan Automobile Workers' Unions. The labor management relations of the company are stable, and the number of union members was 25,783 including those of Nissan Motor Kyushu as of March 31, 2026. At most domestic Group companies, employees are affiliated with their respective trade unions on a company basis, and the governing body is the All Nissan and General Workers Unions.

*1 A positive and fulfilling psychological state related to work, meeting the following three criteria: "Work makes me feel energetic and alive" (vitality) "I am proud and feel my work is rewarding" (enthusiasm) "I am enthusiastic about my work" (devoted). The base deviation value is 50 with FY19 before the coronavirus pandemic, and the lower the value, the better.

*2 Despite being in poor health, employees come to work and efficiency suffers as a result. SPQ:The Single-Item Presenteeism Question the scale is developed by "The University of Tokyo Working Group".

*3 Chronic leave-taking or absence for more than 30 days from the workplace due to poor mental or physical health that prevents work from getting done.

Diversity, equity and inclusion

External recognition

Region	Awarded company	Awarded year (in calendar year)	Title of the Award	Sponsor
Japan	Nissan Motor Co., Ltd	2025	Gold Award in PRIDE Index (nineth consecutive year)	Work with Pride
		2022	LinkedIn Talent Awards 2022 Diversity Champion category finalist	LinkedIn
		2017	Level-three Eruboshi accreditation	Kanagawa Labor Bureau, Ministry of Health, Labour and Welfare (MHLW)
		2017	Nadeshiko Brand (fifth consecutive year)	Ministry of Economy, Trade and Industry (METI) and Tokyo Stock Exchange (TSE)
		2015	Platinum Kurumin Mark	Kanagawa Labor Bureau, MHLW
		2015	Japan's Minister of State for Special Missions Prize, Advanced Corporation Awards for the Promotion of Women	Gender Equality Bureau, Cabinet Office
Americas	Nissan North America	2024	All-Time Top Corporation	Women's Business Enterprises National Council (WBENC)(U.S.)
		2024	All Stars Business Partner	Metropolitan Nashville Public Schools – Academies of Nashville
	Nissan Canada Inc.	2024	Canada's Most Admired Corporate Cultures™	Waterstone Human Capital
	Nissan Mexicana, S.A. De C. V., NR Finance Mexico	2025	Best Places to Work LGBTQ+ Mexico (Sixth consecutive year for NR Finance Mexico, fifth consecutive year for Nissan Mexicana, S.A. De C. V.)	Human Rights Campaign Equidad MX
	all Nissan South America countries, Argentina, Chile, Brazil and Peru	2025	Best place to Work LGBTQIAP+ for Nissan Argentina, Chile and Brazil	Human Rights Campaign
AMIEO Africa/Middle East/India/ Europe /Oceania	Nissan Motor (GB) Ltd.	2024	Outstanding Corporate Social Responsibility Award	Metro
		2025	Pride 365 Certified (fifth consecutive year)	InterPride (UK)
	Nissan Australia & New Zealand	2024	Great Place to Work	Great Place to Work
ASEAN	Nissan Philippines, Inc.	2024	Best Employer Brand 2024	Employer Brand Institute of India
CHINA	Nissan (China) Investment Co.,Ltd.	2025	Outstanding ESG Governance Case of the Year	Beijing China Automobile Culture Foundation,“Harmony in Diversity: 2025 China Automotive Globalization and Sustainable Development Forum”

Major external safety ratings (Based on fiscal year 2025 assessments)

Regions	External Assessments	Rating	Models	Ratio ^{*1}
U.S.	NCAP ^{*2}	5★ Overall Rating (2025 model year)	Nissan LEAF, Nissan LEAF Plus, Murano, Altima, Sentra, Versa, Rogue, Nissan ARIYA, Pathfinder, INFINITI QX50, QX60	11/14
		4★ Overall Rating (2025 model year)	Frontier (Crew Cab), Kicks, Kicks Play	3/14
	IIHS ^{*3}	2026 Top Safety Pick+	Pathfinder, Murano, Sentra, INFINITI QX60	4/9
		2026 Top Safety Pick	Armada, INFINITI QX80	2/9
Europe	Euro NCAP	4★	Qashqai	1/1
Australia	ANCAP	5★	Navara	1/1
Taiwan	TNCAP	5★	Sentra	1/1
ASEAN	ASEAN NCAP	4★	Almera	1/1
Africa, India	Global NCAP	Adult 5★, Child 3★	Magnite	1/1

*1 Number of vehicles that received rating/Number of vehicles evaluated

*2 NCAP: U.S. National Highway Traffic Safety Administration's New Car Assessment Program

*3 IIHS: U.S. Insurance Institute for Highway Safety

Recalls in FY2025

Country/Region	Number of recalls	Recalled vehicles (1,000 units)
Japan	4	44
North America	15	1,702
Europe	8	396
Other regions	11	250
Global	30 ^{*1}	2,392

^{*1} Each recall action is counted as one case, so the total number of recalls in each country and region is not equal to the global number of recalls.
We respond to all safety-related investigation requests from authorities in each country.

Contributing to local communities

Social contribution achievements in FY2025

Cumulative number of employees participating in global social contribution activities: Approximately 64,000

Cumulative number of beneficiaries from global social contribution activities: Over 1.1 million

Global social contributions: 1.51 billion yen

Social contributions include:

- Expenses for implementing philanthropic activities(excluding labor costs)
- Monetary donations and NPO membership fees for philanthropic purposes
- Cash equivalents of in-kind donations
- Sponsorship fees for philanthropic initiatives

Breakdown of FY2025 global social contributions

	Amount (¥ million)	% of total
Philanthropic activities	479	31.7
Monetary donations	724	47.9
In-kind donations (cash equivalent)	99	6.5
Sponsorships, etc.	211	13.9
Total	1,512	100