

Contents	Corporate direction	Environmental	Social	Governance	Data
Corporate overview	Environmental data	Social data	Governance data	Editorial policy	

Social data

Employee data

(FY)

	Unit	2020	2021	2022
Nissan Motor Co., Ltd.				
Number of employees	People	22,827	23,166	23,525
	Male	20,199	19,862	20,174
	Female	2,628	3,304	3,351
Average age	Age	41.6	41.9	41.7
	Male	42.0	42.1	41.8
	Female	38.5	40.7	40.9
Average length of service	Years	16.9	17.0	16.4
	Male	17.4	17.8	17.1
	Female	13.4	12.0	12.3
Number of new hires	People	828	986	1,527
	Male	715	860	1,316
	Female	113	126	211
Employee turnover rate*1	%	4.6	5.3	6.2
	Voluntary Resignation	2.4	2.6	2.7
Disabled employment ratio	%	2.3	2.5	2.5
Number of unionized employees*2	People	26,503	26,108	26,434
Average annual salary*3	Yen	7,965,467	8,110,304	8,509,353
Male and female average pay difference*4	All employees	%	-	81.1
	Regular employees	%	-	76.9
	Non-Regular employees	%	-	85.5

	Unit	2020	2021	2022
Ratio of employees subject to personnel evaluation	%	100	100	100
Days of paid holiday taken*5	Days	17.5	20.0	19.7
Taken paid holiday ratio*5	%	89	102	96
Average overtime *5	Hours/month	18.8	24.1	25.6
	People	413	430	373
Number of employees taking childcare leave	Male	96	122	246
	Female	317	308	127
Ratio of male employees taking childcare leave*6	%	24.0	20.6	42.3
Ratio of employees those who return from childcare leave	%	98.3	98.9	94.2
	Male	100	98.5	94.3
	Female	96.6	99.0	94.1
Number of employees taking nursing care leave	People	17	8	13
	Male	13	6	11
	Female	4	2	2
Number of female managers	People	334	331	330
	Female ratio	%	10.4	10.3
Of which, equivalent to GM	People	92	92	92
	Female ratio	%	8.6	8.5
Non-Japanese indirect employee ratio	%	5.7	5.2	5.8
Non-Japanese manager ratio	%	6.5	5.7	5.8

	Unit	2020	2021	2022
Training sessions	Annual number of participants	People	304,225	395,448
	Total hours of training	Hours	250,251	328,783
	Average hours per employee	Hours	11.1	14.3
	Participant satisfaction (out of 5)	Score	Above 4.2	Above 4.2
	Investment per employee	Yen	64,000	67,000

Corporate officers and Board of Directors

	Unit	FY2020	FY2021	As of July 1st, 2023
Non-Japanese executive ratio	%	46.7	46.7	46.2
Number of female corporate officers	People	2	2	4
	Female ratio	%	3.9	3.9
Number of female Board of Directors	People	2	2	2
	Female ratio	%	16.7	16.7
Of which, internal	People	0	0	0
	Female ratio	%	0	0
Of which, external	People	2	2	2
	Female ratio	%	28.6	28.6

*1 Employee turnover rate includes retirement.

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

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

*4 Ratio of the average pay of female to that of male, 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 male and female, such as the ratio of managers, there is no difference in treatment between male and female in the pay.

*5 While the average for the calendar year (January to December) was stated before 2021, it is changed to the average for the fiscal year (April to March) from 2022. The figures exclude managers.

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

Contents	Corporate direction	Environmental	Social	Governance	Data
Corporate overview	Environmental data	Social data	Governance data	Editorial policy	

(FY)

	Unit	2020	2021	2022
Global				
Consolidated number of employees*1	People	131,461 (16,092)	134,111 (15,743)	131,719 (15,397)
	Japan	58,577	60,145	60,423
	North America	35,120	36,969	37,745
	Europe	13,891	12,826	10,037
	Asia	18,745	18,367	17,649
	Other overseas regions	5,128	5,804	5,865
Number of new hires	People	-	-	8,067
	Japan*2	-	-	1,464
	North America	-	-	4,995
	Europe	-	-	638
	Asia	-	-	204
	Other overseas regions	-	-	766
Employee turnover rate	%	-	-	5.3
	Japan	-	-	2.6
	North America	-	-	6.9
	Europe	-	-	7.3
	Asia	-	-	3.9
	Other overseas regions	-	-	5.6
Ratio of female managers	%	14.7	14.9	15.5
Global employee survey *3 (engagement)	Score	68	67	69
	Response rate	88	88	90
Number of days lost to strike action	Days	-	-	0
Serious accident count (GUR)		51	39	44
Occupational accident frequency rate (FR1)		1.18	0.98	0.91

Trade 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 26,434 including those of Nissan Motor Kyushu as of March 31, 2023. 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. At foreign Group companies, employees' rights to select their own trade unions are respected according to the relevant labor laws and labor environment in each country. The percentage of countries with unionized operations (only countries with consolidated vehicle assembly plant) is 70% (7/10 countries) and that of union members covered by collective bargaining agreement is approximately 62% (excluding UK).

Major external safety ratings (Based on 2022 assessments)

Regions	External Assessments	Models	Rating	Ratio
Japan	JNCAP*4 Car Safety Performance 2022	Sakura	5 ★ (Highest score)	1/1
U.S.	NCAP*5	Nissan LEAF, Nissan LEAF Plus, Murano, Altima, Maxima, Sentra, Versa, INFINITI QX50, Rogue, Rogue Sport AWD	5 ★ Overall Rating(2022 model year)	10/15
		TITAN (Crew Cab), Frontier(Crew Cab), Rogue(Early Release), Nissan Kicks, Rogue, Rogue Sport FWD	4 ★ Overall Rating(2022 model year)	5/15
	IIHS*6	Pathfinder, QX60	2023 Top Safety Pick+	2/3
		Rogue	2023 Top Safety Pick	1/3
Europ	Euro NCAP	Ariya	5 ★	1/1
Australia	ANCAP	Pathfinder, Qashqai, X-Trail	5 ★	3/3
Latin America	Latin NCAP	Qashqai	5 ★	1/1
China	C-NCAP	X-Trail	5 ★	1/1

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

*2 Total of new hires of Nissan Motor Co., Ltd. and Nissan Motor Kyushu Co., Ltd.

*3 A maximum score of 100 points, average score of 91 domestic and overseas companies that participated in the employee awareness survey.

*4 JNCAP: Japan New Car Assessment Program. An automobile assessment program run by the Ministry of Land, Infrastructure, Transport and Tourism and the National Agency for Automotive Safety and Victims' Aid (NASVA).

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

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

Contents	Corporate direction	Environmental	Social	Governance	Data
Corporate overview	Environmental data	Social data	Governance data	Editorial policy	

Diversity, equity and inclusion

External recognition*1

Region	Awarded company	Awarded year (in calendar year)	Title of the Award	Sponsor
Japan	Nissan Motor Co., Ltd	2022	LinkedIn Talent Awards 2022 Diversity Champion category finalist	LinkedIn
		2022	Gold Award in PRIDE Index (sixth consecutive year)	Work with Pride
		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	Incentive prize, Empowerment Award	Japan Productivity Center
		2015	Platinum Kurumin Mark	Kanagawa Labor Bureau, MHLW
		2015	Prize for excellence, 15th Telework Promotion Awards	Japan Telework Association
		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 Americas	2022	DEI Impact Award: Systemic Change – Organization	Center for Automotive Diversity, Inclusion & Advancement (CADIA)
		2022	Regional Corporate OEM Of The Year	Southern Region Minority Supplier Development Council (SRMSDC)
		2022	America's Top Corporations for Women's Business Enterprises (WBEs) (second consecutive year)	Women's Business Enterprises National Council (WBENC) (U.S.)
		2022	Top Supplier Diversity	Black EOE Journal Hispanic Network Magazine Professional WOMAN's Magazine
	Nissan North America, Inc.	2022	GJCP Excellence in Diversity Award	Greater Jackson Chamber Partnership
		2022	Corporate Partner of the Year	Tennessee Latin Chamber of Commerce (TLACC)
		2021	Regional Automotive Corporation of the Year	Southern Region Minority Supplier Development Council, Inc. (U.S.)
	Nissan Canada Inc.	2017	Perfect Score (100) in Corporate Equality Index (fifth consecutive year)	Human Rights Campaign (U.S.)
		2022	Great Place to Work Canada (fourth consecutive year)	Great Place to Work Canada
	Nissan Mexicana, S.A. De C. V., NR Finance Mexico	2021	Top 100 Ideal Employer for Interns (sixth consecutive year)	The Canadian Universum Survey (Canada)
		2023	Best Places to Work LGBTQ+ Mexico (Third consecutive year for NR Finance Mexico, second 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	2022	Top Company for Women	Top Companies – Expansion
		2022	Great Place to Work Latin America	Great Place to Work
2022		Diversity and Intersectionality – LATAM Women's Network	Women in Management	
AMIEO Africa/Middle East/India/Europe/Oceania	Nissan Motor (GB) Ltd.	2022	Corporate Sponsor of the Year	100 Black Men of Greater Dallas Fort Worth chapter
		2022	Valuable 500	Valuable 500
	Renault Nissan Technology Business Centre (RNTBCI)	2022	Pride 365 Certified (second consecutive year)	InterPride (UK)
		2022	Top 100 Best Companies for Women in India	AVTAR Group & Seramount
		2022	100 Best – Hall of Fame (fifth time)	Best of Best Conference 2022 by Avtar and Seramount
China	Nissan China (NCIC)	2022	2022 Best employer	Human Resources Association for Chinese & Foreign Enterprises
		2022	2022 The Most Attractive Employer (Top 100)	Shixiseng.com (Local job board for intern & campus recruiting) Shixiseng.com
		2022	1.Best CSR Strategy 2.Best CSR Brand (3rd time) 3.Public Recognition Award	CSR China Education Award
		2022	Best Class Digital Learning Application	BOOAOO Award

*1 In the United States, Nissan has also received awards other than those listed above.

Contents	Corporate direction	Environmental	Social	Governance	Data
Corporate overview	Environmental data	Social data	Governance data	Editorial policy	

Product safety and quality

Recalls in FY2022*1

Country/Region	Number of recalls	Recalled vehicles (1,000 units)
Japan	14	781
North America	22	2,439
Europe	2	0
Other	21	278
Global	46 *1	3,490

Contributing to local communities

Social contribution achievements in FY2022

Global social contributions (FY2022): 2.79 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 FY2022 global social contributions

	Amount (¥ million)	% of total
Philanthropic activities	918	32.9
Monetary donations	1,580	56.6
In-kind donations (cash equivalent)	67	2.4
Sponsorships, etc.	227	8.1
Total	2,792	100

*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.