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ENVIRONMENT	SAFETY	PHILANTHROPY	QUALITY	VALUE CHAIN	EMPLOYEES	ECONOMIC CONTRIBUTION	CORPORATE GOVERNANCE & INTERNAL CONTROL

EMPLOYEE DATA

	2013	2014	(FY) 2015
Nissan Motor Co., Ltd.			
Number of employees	23,085	22,614	22,471
Male	21,153	20,567	20,346
Female	1,932	2,047	2,125
Average age (years)	43.0	43.0	43.0
Male	43.5	43.5	43.5
Female	37.9	38.0	38.0
Average service (years)	19.4	20.1	20.0
Male	19.9	20.6	20.5
Female	14.0	14.9	14.8
Employee turnover rate	3.8	4.3	3.8
Voluntary leave	0.9	1.1	1.1
Company initiated	2.9	3.2	2.7
Average annual salary (yen) ^(*)	7,665,078	7,767,269	7,950,212
Disabled employment ratio	2.09	2.04	2.08
Number of employees taking parental leave	233	269	280
Male	3	11	23
Female	230	258	257
Ratio of returnees from parental leave	99	97	98
Male	100	100	100
Female	99	97	98
Number of employees taking nursing care leave	9	6	7
Male	6	2	4
Female	3	4	3
Number of employees taking maternity leave	230	258	280
Days of paid holiday taken	18.3	18.7	18.9
Taken paid holiday ratio	91.5	93.5	95.3
Average overtime hours/month	18.9	16.3	19.6
Number of unionized employees	22,196	22,179	21,182

^(*) Average annual salary for employees not in managerial positions; includes bonuses and overtime pay. Beginning in fiscal 2013, calculated for employee base including managerial positions.

	2013	2014	(FY) 2015
Number of female managers	183	214	242
Ratio	7.1	8.2	9.1
Target	(Internal target)		
General and higher-level managers	44	58	62
Ratio	5.0	6.4	7.0
Number of female corporate officers	1	1	1
Ratio	2.0	2.0	1.9
Target	(Internal target)		
Number of female board members	0	0	0
Ratio	—	—	—
- Female board members (internal)	0	0	0
Ratio	—	—	—
- Female board members (external)	0	0	0
Ratio	—	—	—
Number of auditors	0	0	0
Ratio	—	—	—
Number of new graduates hired	537	606	535
Male	412	477	402
Female	125	129	133
Bachelor/master graduates	324	400	349
Male	249	306	265
Female	75	94	84
Others	213	206	186
Junior college, tech school graduates	18	18	9
Male	18	17	8
Female	0	1	1
High school graduates	195	188	177
Male	145	154	129
Female	50	34	48
Retention			
Number of new recruits 3 years ago	231	220	324
Male	196	158	254
Female	35	62	70
Number of the above 3 years later	222	206	307
Male	190	149	242
Female	32	57	65

	2013 ^(*)	2014	(FY) 2015
Consolidated			
Consolidated number of employees ^(*)	142,925 (21,750)	149,388 (20,381)	152,421 (19,007)
Japan	65,480	65,771	64,837
North America	32,272	37,185	40,151
Europe	15,931	16,535	16,148
Asia	24,383	25,439	26,310
Other countries	4,859	4,458	4,975

^(*) Numbers in brackets represent part-time employees not included in the consolidated number of employees.

^(*) Since the beginning of fiscal 2013, Nissan has reported figures calculated under equity method accounting for its joint venture with Dongfeng in China.

UNION INFORMATION

Nissan Motor Co., Ltd.'s employees are affiliated with the All 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 workers was 21,182 as of March 31, 2016.

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 are affiliated with their respective trade unions. In Mexico, for example, workers are affiliated with a domestic trade union for which the governing body is the Confederation of Mexican Workers (CTM) or independent trade unions, whereas most employees in the United Kingdom are affiliated with the Unite the Union Nissan Motor Manufacturing (U.K.) Ltd. Branch. Local employees of other Group companies are affiliated with different types of trade unions according to the labor environment in each country.



► GRI G4 Indicators
► G4-9/G4-10/G4-11/G4-12/G4-38/
G4-EC1/G4-LA1/G4-LA3/G4-LA12