

Contents		Corporate direction		Environmental		Social		Governance		Data / Index	
Social Policies and Philosophy		Human Rights		Traffic Safety		Diversity and Inclusion		Product Safety and Quality		Supply Chain Management	
								Human Resource Development		Labor Practices	
										Employees' Health and Safety	
										Community Engagement	

Diversity and Inclusion

Diversity and Inclusion Policies and Philosophy

Diversity and Inclusion Mission

Nissan has a global diversity and inclusion mission and promotes diversity and inclusion as one of its corporate key strategies.

Diversity & Inclusion

Foster a diverse and inclusive environment where we value and respect employees to drive innovation in automotive products and services that enrich people's lives



Diversity

Diversity means to

Embrace having diverse talents with different backgrounds such as gender, nationality, culture, age, gender identity, sexual orientation, career background, education, and lifestyle.

Inclusion

Inclusion means

An appreciative environment where employees respect each other and everyone demonstrates their potential to the fullest.

Diversity and Inclusion as Strategy

Promoting Diversity and Inclusion with Everyone Working at Nissan

Nissan is striving to create an environment in which everyone can demonstrate their potential to the fullest. Diversity and inclusion are the strengths of our company, helping it to adapt to the changes in the business environment and remain to be a company that is needed by our customers and society.

- Diversity and inclusion should be considered as a foundation for an organization to express its full capabilities, not just as an objective.
- We aim to create an environment where everyone can work actively, make diversity and inclusion our strength, and enhance competitiveness of our business.
- All of us can promote diversity and inclusion and work on it. Diversity and inclusion would not be promoted only by executives, managers, or diversity-related organizations.

To foster the concepts above and encouraging everyone to think and act proactively, we are working to promote diversity and inclusion at all of our locations.

Contents		Corporate direction		Environmental	Social	Governance	Data / Index		
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement

Respect for Human Rights and Equal Opportunity

Nissan's respect for human rights and equal opportunity is also clearly stated in our Global Code of Conduct*.

- All employees respect one another's human rights, and discrimination or bullying on the grounds of race, nationality, gender, religion, disability, age, place of origin, gender identity, sexual orientation or other reasons is unacceptable.
- We respect the diversity of employees, work to maximize the performance of each individual and actively strive to create an environment in which teams can come together and work toward ambitious goals.

* Global Code of Conduct: Describes how employees should act and applies to all Nissan Group companies worldwide. Click here for more information.

[>>> P185](#)

Diversity and Inclusion Management

Diversity and Inclusion Actions

Nissan shares the common goal to promote diversity and inclusion with its Mission. It states "Diversity enhancement in the organization" and "Embed diversity and inclusion in our corporate culture" as the pillars of our activities, with "Inclusive workstyles and work-life style enhancement" as the foundation to promote diversity and inclusion.

Mission

Nissan Diversity & Inclusion Mission
Foster a diverse and inclusive environment where we value and respect employees to drive innovation in automotive products and services that enrich people's lives

Actions

- Diversity enhancement in the organization**
 - Talent development / Career support
 - Various seminars and training
 - Enhancement of programs, etc.
- Embed diversity and inclusion in our corporate culture**
 - Enhance corporate communication
 - Develop leaders with diversity management skills
 - Implement diversity and inclusion training, etc.

Foundation

- Inclusive workstyles and work-life style enhancement**
(Initiatives in Japan)
 - Remote work program
 - In-house childcare centers, family support leave, maternity / childcare / nursing care leave
 - Happy 8 (No overtime day), Happy Friday (Premium Friday)

Contents		Corporate direction		Environmental	Social	Governance		Data / Index	
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement

Diversity and Inclusion: Decision-Making and Action-Driving Bodies

Nissan has constructed a framework to promote diversity and inclusion worldwide with collaboration among the corporate organization and each regions.

Global Diversity & Inclusion Council

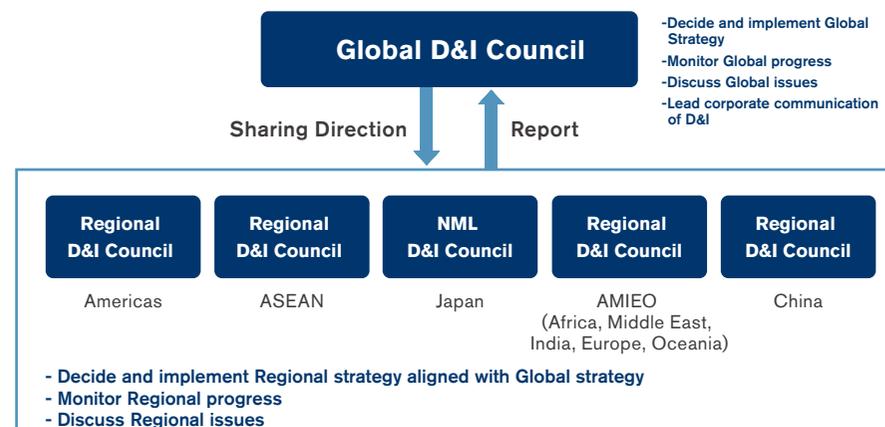
- Chaired by CEO with executives representing respective divisions and regions as members.
- Makes decisions on diversity and inclusion policies and direction of initiatives globally.

Regional Diversity & Inclusion Council

- Organizations set up in each region to promote diversity and inclusion
- Chaired by respective senior management of each region, with executives representing each divisions as members
- Established a structure to execute the initiatives as corporate actions as well as a structure to handle various diversity and inclusion issues that differ by region.

Diversity & Inclusion Promotion Organizations

We have dedicated organizations to promote diversity and inclusion or a person in charge of within local human resources department in Japan and each regions. We work together to operate Diversity & Inclusion Councils and liaise with respective divisions to implement diversity and inclusion measures.



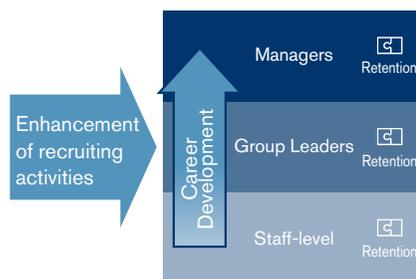
Contents		Corporate direction		Environmental	Social	Governance	Data / Index		
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement

Diversity and Inclusion Achievements

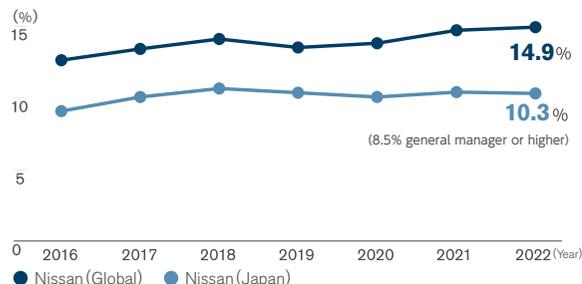
Enabling Diverse Human Resources

Female Talent Development Initiatives

Nissan is continuing efforts to promote female talent development and has taken gender diversity as an important part of diversity enhancement since the beginning. Expectations for female talent development are growing with the necessity of making decisions based on diverse values in order to meet the diverse needs of our customers. Other factors include the decline in the labor force due to a shrinking population and mounting social concerns over the enforcement of “The Act on Promotion of Women’s Participation and Advancement in the Workplace”. As a result of these initiatives, the percentage of women among Nissan managers globally has increased from 6.7% in 2008 to 14.9% in April 2022, and women are active at Nissan globally.



Transition in the Ratio of Women in Management Positions



Development and Retention Measures (Japan):

We support women’s careers in terms of recruitment and development enhancement.

Tailored career support

We hold career development meetings for female employees attended by the employee’s manager, the human resources department, and a career advisor to discuss and implement their development plans and measures for these employees, since their career plans are particularly affected by their life stages.



Training and workshops for *monozukuri* divisions

The “Career Roundtable Career Discussion in *Monozukuri* Division”, “Career Development Training in *Monozukuri* Division”, and “Career Workshop in *Monozukuri* Division” have been held since 2020. In the *monozukuri* division, where the percentage of female employees is relatively low, these programs provide opportunities for female employees to have a positive view of their future careers and actively think about their own career development.

Contents		Corporate direction		Environmental	Social	Governance		Data / Index	
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement

Roundtables with executives

For female leaders and mid-level female employees, we provide roundtables for dialogue on management and leadership from a closer perspective with senior management. Top management actively supports female talent development, providing opportunities to think about management and leadership.

Networking and introducing role models

We encourage active networking with women outside the company and female managers in Nissan. In addition, through an intranet dedicated to diversity and inclusion, employees can view interviews with female employees who are building their careers in their own way.

Thanks to these various initiatives, women now comprise 10.3% of managers in Japan as of April 2022. This compares favorably to the average of 3.9% for Japanese manufacturers with 1,000 or more employees (according to the 2021 Basic Survey on Wage Structure from Japan's Ministry of Health, Labour and Welfare). As of April 2022, a total of 8.5% of general managers or higher positions are filled by women 4.3 times larger than the 2008 level of 2.0%. In principle, we will target to have the same level of female ratio in management as indirect employees. For the time being, we will strive to improve the female ratio in management positions (10.3% as of April 2022) to reach that of indirect employees (19.9% as of April 2022).

To further increase the female management ratio, we will target to raise the female ratio of indirect employees to 30% by accelerating hiring and development of women to enrich pipeline.

Initiatives at Car Development / Production Sites and Sales

Companies (Japan):

Nissan is developing an environment in which women can play an active role in all processes of its business, from the development of new models to production and sales, including at our affiliates and sales companies.

Car development stage

The Serena minivan released in Japan reflects women's requirements, such as a capless fuel tank allowing drivers to refuel their vehicles without dirtying their hands and dual back doors that require minimal force to open and allow cargo to be loaded even in confined spaces.

Production sites

We contribute to create the manufacturing lines that everyone can work on, regardless of age or gender. In 2017, the Nissan Group's first female plant manager took up her role at the Oppama Plant in Yokosuka, Kanagawa Prefecture, and others have followed since then.

Sales companies

Many female car-life advisors (CAs) are active at our sales companies nationwide in Japan. As of end-February 2022, 1,265 female CAs are active across Japan, this number continues to rise and accounts for 10.5% of the national total. Additionally, female technical advisors (TAs) have been appointed to bridge between customers and dealer technicians.

"Woman act." (Japan):

As an activity in collaboration with the local community, Nissan is participating in "Woman act." for female active participation enhancement in Kanagawa since 2015. CEO Makoto Uchida has published a declaration of this project.



Contents		Corporate direction		Environmental	Social	Governance	Data / Index		
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement

Development of Female Leaders :

At the executive level, the international race driver Keiko Ihara became Nissan's first female outside director in June 2018; Jenifer Rogers followed her in June 2019. "Woman Leadership Program" has been implemented to develop female leaders.

Cross-Cultural Cooperation

Nissan has a global workforce of more than 100 nationalities. The senior management and team leadership levels also include members of diverse nationalities. It is necessary to enhance empathy for others in order to create innovation by taking advantage of differences in culture and nationality. We provide opportunities to enhance skills and experience in working collaboratively across diverse cultures by acquiring knowledge through cross-cultural e-learning and other programs, talent exchanges among overseas offices, and collaborating through projects.

Support for Work-Life Balance (Japan)

Aiming to create an environment in which everyone can play an active role, Nissan has established a framework that provides comprehensive support for employees balancing work with childcare, nursing care, medical treatment, and other activities.

- Trainings and seminars to support the activities of the employees themselves
- Trainings and seminars for managers to support the development of their subordinates who are engaged in balancing work and family life
- Infrastructure development, including programs and facilities

We are introducing effective measures by approaching work-life balance from these three directions. In addition, activities are also conducted from

the bottom-up approach, such as "Escargot", a group set up by working parents themselves as a forum to exchange information.

Creating an Environment Conducive to Work-Life Balance

Comprehensive Support for Employees: For Themselves, Managers, Mindset and Infrastructure



Supporting employees: Career development and work-life balance support

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



Supporting managers who have employees engaged in work-life balance

- Guidance on offering promotion exams before parental leave
- Seminar for managers with employees returning from childcare leave
- Training on balancing work and childcare of staff employees engaged in childcare
- Training on paternity leave
- Diversity management training for managers
- Support on paternity leave



Creating program, facilities an other infrastructure conducive to work-life balance

- Remote work program (All employees except those in manufacturing processes are eligible.)
- Super-flextime without core time (There is core time 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)
- Childcare leave, nursing care leave, and maternity protection leave
- Accompanying leave (three years at 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.Supports employees' return to work when they wish, rather than when care waiting lists in Japan allow it
- Lending of personal computers to employees on leave (for intranet and email access)
- MM care room (lactation room)
- External nursing care hotline

Contents		Corporate direction		Environmental	Social	Governance		Data / Index	
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement

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 Nissan opened the first childcare center at the Nissan Technical Center in 2005.

In 2017, the first childcare center in a plant was opened at the Oppama Plant.

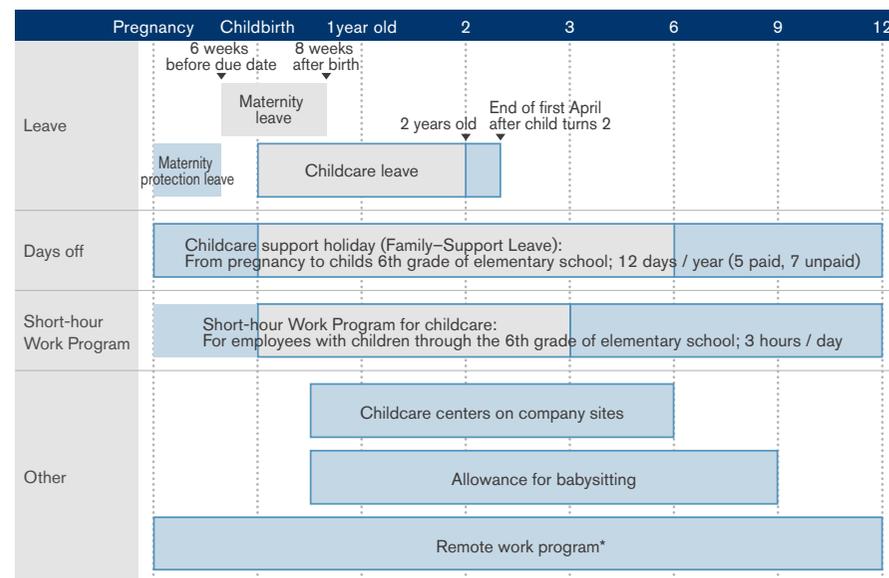
In April 2022, we opened our fifth in-house childcare center, “March Land Yokohama,” at the Yokohama Plant. The center’s opening hour is set to adapt to the shift schedule at the plant, thereby helping female employees to continue their work at the plant.

Nissan’s In-House Childcare Centers

	March Land Atsugi	March Land Atsugi Axt	March Land Minatomirai	March Land Oppama	March Land Yokohama
	Nissan Technical Center (Atsugi)	Nissan Global Information System Center (Atsugi)	Nissan Global Headquarters (Yokohama)	Nissan Oppama Plant (Yokosuka)	Nissan Yokohama Plant (Yokohama)
Capacity*	42	10	15	10	10
Hours	7:30 a.m.–10:00 p.m.	8:30 a.m.–6:30 p.m.	8:00 a.m.–8:00 p.m.	5:00 a.m.–7:30 p.m.	7:00 a.m.–9:00 p.m.
Established	April 2005	October 2012	January 2013	April 2017	April 2022

* Capacity determined based on facility area.

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.

Legend: Legally mandated (grey), Decided by Nissan (blue), For parents of both sexes (white)

Contents		Corporate direction		Environmental	Social	Governance	Data / Index		
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement

LGBT-related Initiatives

LGBT is an acronym for lesbian, gay, bisexual, and transgender, and is used as a general term for sexual minorities. Nissan is making efforts to create a workplace that is comfortable for the LGBT community, both by improving programs and facilities for LGBT employees and by conducting activities to raise awareness of employees to encourage their understanding.

LGBT-related Programs and Facilities

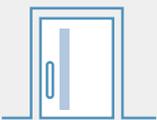


[Recognition of same-sex marriages and common-law marriages]

Marriage leave program
Congratulatory payment



Individualized schedule for health checkup



Locate of multipurpose restrooms

Examples of Activities to Promote Understanding of LGBT :

Nissan is engaged in comprehensive LGBT-related understanding and promotion activities, including those described below. In recognition of these initiatives, the private organization, "work with Pride" awarded Nissan its most prestigious Gold in "PRIDE Index" to recognize corporate initiatives to support LGBT employees. We received a Gold award for five consecutive years, from 2017 to 2021.

LGBT Seminars

Held annually since 2014. Guest speakers from outside the company are invited to provide opportunities for employees to actively learn and think.

LGBT e-learning

Delivered as mandatory training for all employees.

Event participation

We have participated in the "Tokyo Rainbow Pride," the largest LGBT event in Japan since 2017. (From 2020, we participated online due to the COVID-19 pandemic.)

LGBT employee networking

In fiscal 2016, members of the LGBT community and allies (those supportive of LGBT) within the company launched a self-initiated employee network as part of bottom-up activities.

Initiatives for Older Employees and Those with Disabilities

We also provide a workplace where older employees and those with disabilities can fully participate. Necessary training programs are provided for those who have built up their career at other companies so that they can quickly perform to the best of their ability at Nissan.

Contents		Corporate direction		Environmental	Social			Governance	Data / Index	
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement	

Embed a Corporate Culture of Diversity and Inclusion

To leverage diversity as our true strength, create greater value, and meet the diverse needs of customers, we believe it is important to establish a culture of diversity and inclusion, where employees with all sorts of differences, not just of gender and nationality but also sexual orientation, gender identity, disability, age and career history, acknowledge and accept each other without discrimination or prejudice.

Internal and External Communication Activities

By proactively communicating the thoughts and activities of top management regarding diversity and inclusion, we promote a common understanding of the significance of Nissan’s promotion of diversity and inclusion within the company, leading to behavioral change within each individual employee, and to enhance the corporate brand image and recruiting competitiveness outside the company.

Internal Communications:

Interviews with executives

We promote understanding of diversity and inclusion by communicating senior management’s experiences, thoughts, and expectations for employees.

Diversity & inclusion forum

In February 2022, a forum was held and two themes were discussed, “Why does Nissan promote diversity and inclusion” and “Workstyles to maximize the performance of diverse teams” with around 300 Nissan employees participating online. Inviting a guest speaker from outside the company, CEO Makoto Uchida and several executives from Nissan took the stage at

the event which became an opportunity to think once again about diversity and inclusion and workstyles.

Diversity & inclusion mission established

We have set a common global mission and are communicating to ensure that everyone including senior management shares and acts in the direction we are aiming for in diversity and inclusion.

Intranet website and Email newsletter dedicated to diversity and inclusion

Notices on various events and training programs, reports, and content related to diversity and inclusion are posted on the website. We also issue an email newsletter on a regular basis to embed diversity and inclusion within the company.

External Communications:

Diversity and inclusion page on the corporate website

Nissan’s vision and initiatives, as well as messages from Nissan’s top management, are disclosed for external audiences on the corporate website and states that diversity and inclusion as one of the key pillars of our business strategy.

“Iku-Boss Declaration”

In February 2022, CEO Makoto Uchida and COO Ashwani Gupta announced the “Iku-Boss Declaration,” led by the Ministry of Health, Labor and Welfare, to create workplaces where diverse employees can perform to their full potential.

Contents		Corporate direction		Environmental	Social	Governance		Data / Index	
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement

* Please visit here for details of the "Iku-Boss Declaration" by CEO Makoto Uchida and COO Ashwani Gupta. (Only in Japanese)
<https://global.nissannews.com/ja-JP/releases/release-ea2ada92a067df51a78ce3a3b20900ab-220217-02-j>

* "Iku-Boss" refers to executives and managers who consider the work-life balance of their subordinates and support their careers and lives, while achieving results in organizational performance and enjoying their own work and personal lives. The "Iku-Boss Declaration" is a declaration by the top management and executives of an organization that they aim to become an "Iku-Boss".

Diversity Management in Leadership

We are developing leaders who can manage diverse talent and maximize the performance as a diverse team.

Executive workshop

In November 2021, an external lecturer was invited to speak on "Team Strategies for Diverse Organizations." Positive discussions ensued, and all executives in attendance made declarations of action. Following the workshop, communication was made to employees in each division from senior management.

Diversity management training

This training is incorporated into the training module for newly appointed managers, to deepen their understanding of diversity in management styles and issues at the workplace and to learn skills to deal with them.

Seminars for managers

This program is to learn how to be creative in day-to-day management from the point of view of balancing work with childcare and paternity leave.

Fostering Mindsets

We offer diversity and inclusion-themed regional events and training for employees around the world.

Implementation of Training:

Nissan conducts training, e-learning, and events to raise awareness for target audiences, such as for new graduates, managers, employees who joined Nissan after building their careers at other companies, and for all employees.

"Unconscious Bias e-Learning"

This training is provided to all indirect employees, in which employees can learn the influence of the unconscious biases that everyone has as well as techniques to mitigate their effects. Following its introduction in Japan in fiscal 2018, this training has been gradually rolled out to global sites.

"Gender Diversity e-Learning" (Japan)

The content was updated in fiscal 2019 and is being implemented to realize each individual maximizing their abilities as part of a diverse team.

"LGBT e-Learning" (Japan)

Aiming to make everyone feel comfortable at work, we are implementing this as mandatory training for all employees to learn about LGBT (sexual minority).

Contents		Corporate direction		Environmental	Social	Governance	Data / Index		
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement

Promotion of Inclusive Workstyles

We are committed to create a working environment in which diverse employees can maximize their performance.

		
<p>Remote work program with no upper limit of hours*</p> <p><small>*For all employees except those in manufacturing processes</small></p>	<p>Super-flextime without core time*</p> <p><small>*There is core time at some sites</small></p>	<p>Standard meeting times that take into account time differences between global locations (between local hours of 7 a.m. and 8 p.m.)</p>

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. In 2021, the upper limit of hours has been removed, moving beyond a provisional measure in response to the COVID-19 pandemic.

Workstyle Reform "Happy 8" Program

Happy 8 program

In 2015 we introduced the "Happy 8" program, a time-conscious workstyle reform emphasizing the ideal of an eight-hour per 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 for eight hours everyday.



Happy Friday

In February 2017 we introduced our "Happy Friday" program, encouraging employees to leave the office at 3 p.m. on the last Friday of each month. We are thus encouraging 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.

Contents		Corporate direction		Environmental	Social	Governance	Data / Index		
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement

Achievements at Overseas Sites

Initiatives in Americas

At Nissan North America(NNA), diversity and inclusion is embedded in our culture. In November 2021, we introduced our DEI North Star—Better Conversations Lead to Better Actions—and our DEI Strategic Pillars that focus on people, culture and partners. Overall, we are on a mission of building an inclusive culture. DEI is business imperative and our employees, customers and partners expect us to align with their values and be inclusive of their perspectives and needs.

Business Synergy Teams (BSTs)

BSTs are developed by active groups of employees with shared interests and values in tandem with executive sponsorship. Since the first BST launched in 2007, Nissan employees have embraced these groups and formed BSTs at every major Americas location—United States, Brazil, South America, Canada and Mexico.



Acknowledgment and accomplishments

Nissan North America (NNA) :

- Since 2020, NNA developed a strategy to assure representation of diverse talent among the candidates for executive roles. As a result of this, 63% of our promotions to director level in the U.S. and over 60% across the Americas region were diverse talent within the last 12 months.
- NNA is not only promoting diverse employees inside the organization, Nissan is also developing leaders of tomorrow with investments in Historically Black Colleges and Universities (HBCUs) in Mississippi and Tennessee along with non-profit organizations committed to uplifting multicultural youth.

Nissan South America :

- Launched a new program, Women’s Talk on International Women’s Day, March 2021, to create an open space to share experiences among the female employees.
- Women executives from the region led topics, such as impostor syndrome (underestimating your own abilities), work–life balance, career, positioning, etc.

Brazil :

- The health teams hosted external experts to approach different topics related to pregnancy and motherhood.
- Also launched its first BST, W-Power, to provide its members with networking, professional development, and community involvement opportunities.

Contents		Corporate direction		Environmental	Social	Governance	Data / Index		
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement

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

Since April 2021, AMI (Africa, Middle East, India), Europe and Oceania came together to form a new AMIEO region. As a result, we operate in 140 countries, which offers a tremendous opportunity to leverage the inherent diversity within the region: 93 nationalities, a number of religions, a number of generations working alongside each other with Generation Y being the most represented, and 11% of females across the entire region.

Our aim is to move to a philosophy driven diversity and inclusion strategy and create an environment where everyone can be authentic and bring their whole selves at work. We intend to take a holistic approach and embed our diversity strategy and activities in our production and supplier relationships, processes, as well as throughout the full employee lifecycle.

In 2021, we decided to focus on two specific strands of diversity, in line with our regional footprint: gender and culture. Within our framework, we defined five key focus areas: attraction, retention, development, engagement and business growth - that have underpinned our key activities, initiatives and achievements, both regionally and locally:

Initiatives	Details
Diverse Pipeline	Enhance our pipeline via graduate & mid-career hires and regularly monitoring gender and the cultural diversity of our succession plans and promotions.
Talent Development	Diverse participant representation on AMIEO's newly launched regional mentor program & leadership programs
Learning	Dedicated 'Think-Tank' Workshop led by diversity and inclusion experts, exploring potential barriers and solutions within AMIEO. Additionally, preparation to launch Global Learning for all, including dedicated modules relating to unconscious bias and leading diverse teams in fiscal 2022
Internal Awareness	Implemented annual celebration calendar, leading to various events and activities for World day for cultural diversity (May), International women in engineering day (Jun), Zero Discrimination Day (Mar) & International Women's Day (Mar)
External Collaboration:	Various external speaking opportunities to further raise awareness including Expo 2020 and Autocar Great Women podcast. Additionally, AMIEO entities have partnered with various professional institutions as a commitment to enhancing diversity and inclusion including the International Finance Corporation and the American Chamber of Commerce in Egypt.
Nissan Skills Foundation*	Engaged more than 72,000 students in career development and engineering or STEM events. Female students accounted for approx. 49% of participants.

* Established in 2014 at our plant in Sunderland, England, providing a variety of educational programs for students of all ages.

Contents		Corporate direction		Environmental	Social	Governance		Data / Index	
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement

Initiatives in China (NCIC and Nissan China JVs)

In China, we define ‘Diversity & Inclusion (D&I)’ as respecting individuals and their values and embracing each other to come together as one organization.

Diversity and Inclusion Penetration

A penetration campaign was particularly designed in blended approach in NCIC: initiating from e-learning, promoting “diversity and inclusion” concept via corporate culture ambassadors’ propaganda video, following an “I will do” commitment session and displaying customized sign plates with lively tips to avoid unconscious bias during different communication scenes in all conference rooms to facilitate employee behavior change.

Leadership Workshop for Diversity and Inclusion

Intergeneration leadership workshop for NCIC managers was held in July 2021 and Intergenerational leadership insight workshop conducted in November to general managers from NCIC and joint venture companies, which enabled leaders to foster more inclusive and empathetic perspective on young generations to enhance their motivation and engagement. “Speak my mind” was initiated to cultivate organizational empowerment, diversity and inclusion, and innovation through establishing a mechanism to support open dialogue, empowering the management team by strengthening feedback and listening, improving skills for handling high-risk conversations.

Gender Diversity

Special care was given to female employee such as mental health workshops were organized on International Women’s day, special cubicle setup for new mothers, maternity / paternity leave implemented.

Workstyle

Flexible working scheme has been implemented allowing employees with more work-life balance and better coping with pandemic situation.

Training

- Cross culture training was conducted to inbound and outbound expats for their smooth landing.
- In 2021, Unconscious bias e-learning, with the chairperson’s speech on diversity and inclusion embedded in, was rolled out in NCIC with 100% completion rate, also extended to some joint venture companies.

Contents		Corporate direction		Environmental	Social	Governance		Data / Index	
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement

Initiatives in ASEAN

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

Women’s Month and International Women’s Day Celebration

We call to action to employees for accelerating gender equality with the theme #BreakTheBias!. In order to raise employee awareness and encourage action among employees, we arranged Live the Dare Talk Show with four executives from different backgrounds and functions as well as the delivery of e-learning courses.

Flexible Workstyle

During the pandemic, we promote flexible and remote workstyles. To encourage flexibility and prioritize employees’ well-being, we will launch a post pandemic hybrid work arrangement guideline called F.A.S.T.

Equal Opportunities

We provide equal opportunities to employees regardless of their background to drive their own careers. To encourage employees, we launched ASEAN Career Month, and implemented ASEAN Role-Based Learning Pathways and Learner’s Circle to promote learning environment. The regional program called “IGNITE” contributes to develop local leaders, and women consist 60% of the graduates of this program.

In addition, the Unconscious Bias e-learning was launched to indirect employees to develop knowledge and skills to work effectively across borders of culture, gender, generations, and workstyles.

External Recognition for Diversity and Inclusion at Nissan*

Both Nissan’s diversity and inclusion 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 “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, Labour and Welfare recognizes companies successfully promoting female participation in the workplace. In 2017, we received the highest third level “Eruboshi” accreditation.



PRIDE Index

This is an award that recognizes efforts to support LGBT employees. Since becoming the first Japanese automotive company to receive Gold in PRIDE Index, the top award, in 2017, we have received this Gold award for five consecutive years.



Contents		Corporate direction		Environmental		Social		Governance		Data / Index	
Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement		

U.S.

Nissan North America (NNA) wins Gold WBENC Top Corporation in 2021: Recognized annually as one of America's top corporations for Women's Business Enterprises (WBEs).



NNA wins Regional Automotive Corporation of the Year 2021.



Canada

Nissan Canada (NCI) was selected for Top 100 Ideal Employer for Interns for the sixth consecutive year.

NCI was certified for A Great Place to Work® for the third consecutive year.

Mexico

NR Finance Mexico is recognized by HRC Equidad MX as one of the "Best Places to Work LGBTQ+ 2022"



U.K.

Nissan Motor (GB) gaining Pride 365 certification.

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

[>>> P220](#)

<https://www.nissan-global.com/EN/COMPANY/DIVERSITY/RECOGNITION/>

Nissan is also committed to enhancing diversity and inclusion as one of the focus areas in its social contribution activities. We are promoting diversity and inclusion as an important value with the aim of realizing a cleaner, safer and more inclusive society where everyone is given equal opportunities.

* Click here for more information on our "Community Engagement".

[>>> P160](#)