

Contents		Corporate direction		Environmental	Social	Governance		Data	
Social policies and philosophy	Human rights	Traffic safety	Diversity, equity and inclusion	Product safety and quality	Supply chain management	Human resource development	Labor practices	Employees' health and safety	Community engagement

Diversity, equity and inclusion

Diversity, equity and inclusion (DEI) policies and philosophy

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 diversity, equity and inclusion (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. 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, among others. Different and varied perspectives are necessary to promote innovation.

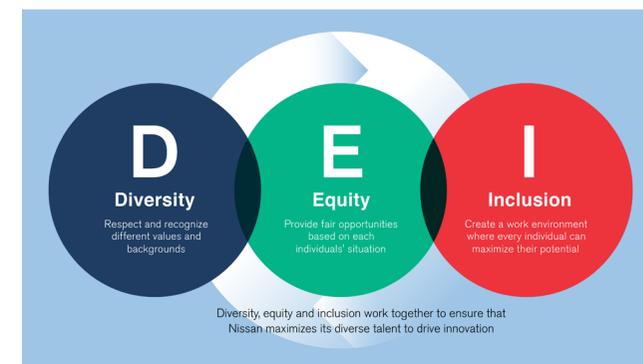
Equity

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 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 diverse talent to drive innovation.

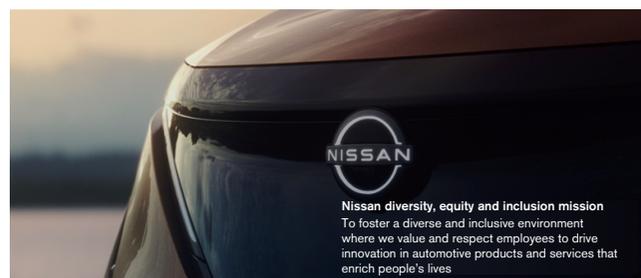


Contents		Corporate direction		Environmental	Social	Governance		Data	
Social policies and philosophy	Human rights	Traffic safety	Diversity, equity and inclusion	Product safety and quality	Supply chain management	Human resource development	Labor practices	Employees' health and safety	Community engagement

Our actions

With an aim to achieve our mission, Nissan establishes its core principles for every employee to value and respect one another. 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 suppliers, customers and the communities where we operate are to be respected in the same way. Alongside this, each region and country 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.

DEI Mission



Diversity, equity and inclusion (DEI) 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

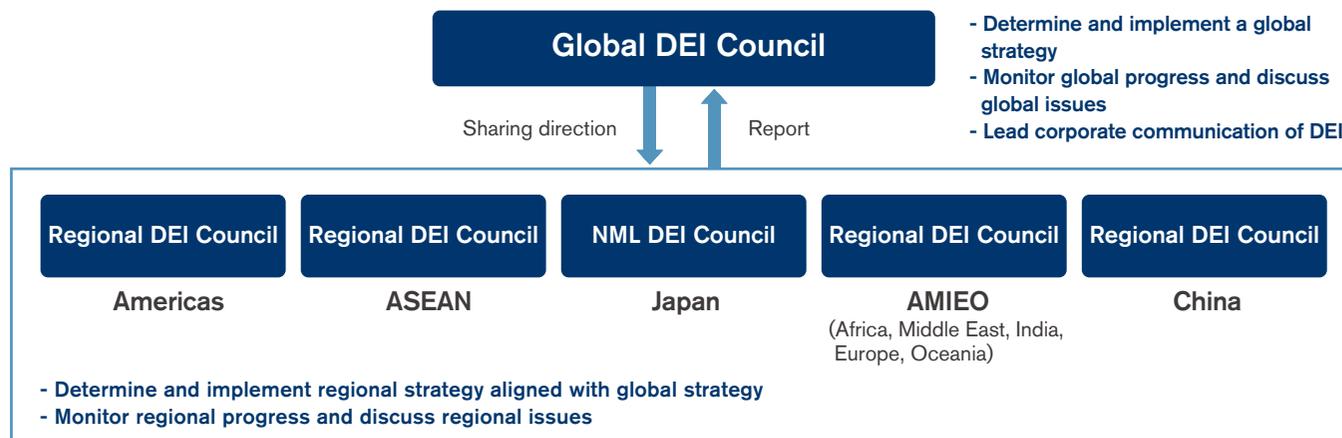
- Chaired by the CEO. Members are executives representing divisions and regions.
- Share, discuss and make decisions on DEI strategies and direction.

Regional DEI Council

- Organizations for promoting DEI in each region
- Chaired by the senior management of each region. 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

In Japan and each region where we have a business presence, the promotion of DEI is spearheaded by dedicated organizations or specific individuals. 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.



Contents		Corporate direction		Environmental	Social	Governance		Data	
Social policies and philosophy	Human rights	Traffic safety	Diversity, equity and inclusion	Product safety and quality	Supply chain management	Human resource development	Labor practices	Employees' health and safety	Community engagement

Diversity, equity and inclusion (DEI) achievements

Enabling diverse human resources

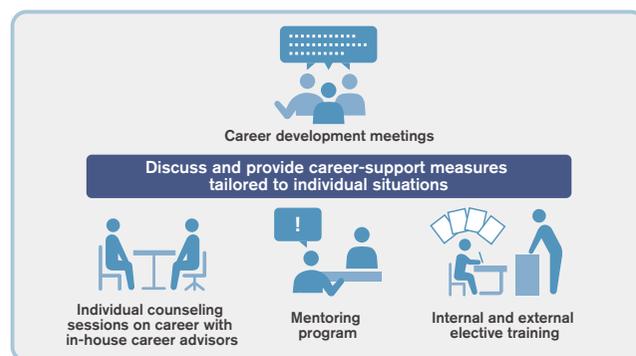
Gender diversity initiatives

Nissan continues to implement gender diversity initiatives as a key component of enhancing diversity.

As a result of those initiatives, the percentage of women among Nissan managers globally has increased from 6.7% in 2008 to 15.5% in March 2023. Nissan empowers women global-wide. *1 *2 *3

Development and retention measures (Japan):

We support women's careers in terms of recruitment, development and retention enhancement.



Tailored career support in Japan

We hold career development meetings for female employees to ensure support during key life stages. The attendees include the employee's manager, the human resources department, and a career advisor to discuss development plans and measures to enable ensure continued success.

Training for *Monozukuri**4 divisions

The career roundtable discussion and career development training have been held in the *Monozukuri* divisions since 2020.

Roundtables with executives

For female leaders and mid-level female employees, we provide roundtables with senior management to allow deeper dialogue regarding leadership and executive management.

Networking and introducing role models

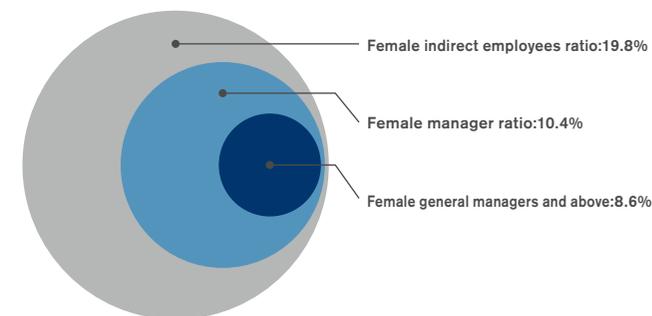
We encourage networking between external female talent and female managers within Nissan. In addition, through an intranet dedicated to DEI, employees can watch interviews and gain perspectives from successful female employees who are building careers in their own way.

As a result of these various initiatives, women now comprise 10.4% of managers in Japan as of March 2023. This compares favorably to the average of 5.1% for Japanese manufacturers with 1,000 or more employees (according to the 2022 Basic Survey on Wage Structure from Japan's Ministry of Health, Labor and Welfare). As of March 2023, a total of 8.6% of positions from the level of general manager and up are filled by women 4.3 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 female indirect employees in Japan. To accomplish this, we aim to raise the female ratio of indirect employees to 30% by actively accelerating the hiring and development of women in an effort to enrich the pipeline.

(As of March 2023, the ratio of female managers was 10.4% and the female ratio of indirect employees was 19.8%.*5)

Female manager ratio in Japan (as of March 2023)



*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 females 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 Includes Manufacturing, R&D, Purchasing, Design, Total Customer Satisfaction.

*5 The female manager ratio, previously listed as of April, has been changed to as of March for consistency with the collation of corporate governance data.

Contents		Corporate direction		Environmental	Social		Governance		Data
Social policies and philosophy	Human rights	Traffic safety	Diversity, equity and inclusion	Product safety and quality	Supply chain management	Human resource development	Labor practices	Employees' health and safety	Community engagement

At the NML DEI Council — a body that deliberates on topics unique to Japan — officers representing each division discussed the state of affairs and issues in each division based on the fiscal 2022 topic gender gap. Going forward, measures will be ramped up with the development and execution of activities for each division and the company as a whole.

The ratio of the average pay of female to that of male is 81.9%. (The ratio is among all employees as of March 2023)

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.

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



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

Car development stage

We listened carefully to the voices of our female 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 female 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 female 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 female car-life advisors (CAs) are active in our dealers nationwide in Japan.

As of the end of February 2023, 1,183 female CAs were employed across Japan. The ratio of female CAs increased from 10.5% in February 2022 to 11.4%.

In addition, female technical advisors (TAs) have been appointed to serve as bridges between customers and dealer technicians.

Woman Act (Japan) :*2

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



Development of female leaders :

Following the appointments of Michelle Baron in November 2022 and Allyson Witherspoon in April 2023, there are now six female executives (directors and executive officers) in Nissan’s management team (as of June 2023. Two female executives are outside directors). The Woman Leadership Program has been implemented to develop female leaders.

*1 Click here for more information on the award. <https://global.nissannews.com/en/releases/release-0cbaaa35cd823cb7d80b7f6b01f3d71-nissan-x-trail-awarded-best-large-suv-by-ww-car-of-the-year-2023>

*2 Click here for the declaration. (Japanese only): <https://www.pref.kanagawa.jp/osirase/0050/womanact/cheer-menb.html>

Contents		Corporate direction		Environmental	Social		Governance		Data
Social policies and philosophy	Human rights	Traffic safety	Diversity, equity and inclusion	Product safety and quality	Supply chain management	Human resource development	Labor practices	Employees' health and safety	Community engagement

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 34.8% and for indirect employees 31.1% in Japan as of March 2023.)

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 (5.8% as of March 2023) is among the highest of all Japanese corporations. Also, 46.2% 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 cross-cultural e-learning and other programs, personnel exchanges among offices outside Japan and project collaborations.

Support for work-life balance (Japan)

- We provide trainings and seminars to support employees balancing work and childcare as well as employees responsible for elder care.
- We also provide trainings and seminars for managers to learn how to support subordinates 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 in which it is easier for male employees to take paternity leave, the following actions have been implemented: distributing messages of support to employees from executives and managers, hosting seminars for employees and managers, organizing company-wide awareness activities encouraging employees to take leave and conducting interviews with employees who have previously taken paternity leave.

In addition, activities are also conducted from a bottom-up approach, such as Escargot, an employee-led resource group set up by working parents 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 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 parental leave
- Seminar for managers with employees returning from childcare leave
- Training on balancing work and childcare for employees engaged in childcare
- Management training on paternity leave 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)
- 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. 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

*1 Click here for more information on "Support for the engagement of senior human resources". >>> [P103](#)

Contents		Corporate direction		Environmental	Social	Governance		Data	
Social policies and philosophy	Human rights	Traffic safety	Diversity, equity 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

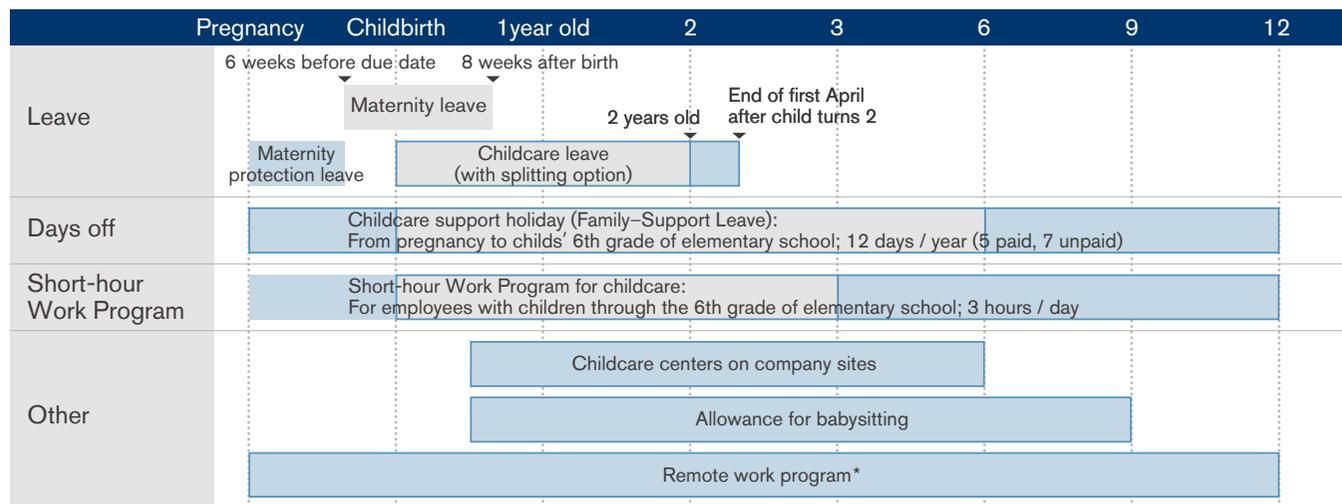
The number of centers has been increasing since Nissan opened its first childcare center at the Nissan Technical Center in 2005.

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

In April 2022, 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.

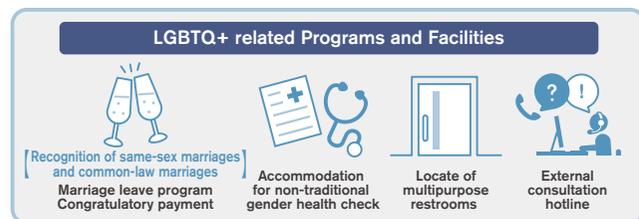
Legend: Legally mandated decided by Nissan for parents of both sexes

Contents		Corporate direction		Environmental	Social	Governance		Data	
Social policies and philosophy	Human rights	Traffic safety	Diversity, equity and inclusion	Product safety and quality	Supply chain management	Human resource development	Labor practices	Employees' health and safety	Community engagement

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.

LGBTQ+ related programs and facilities



Examples of activities to promote understanding of LGBTQ+ :

Nissan is engaged in comprehensive LGBTQ+related understanding and promotion activities. In recognition of these initiatives, the private organization work with Pride gave Nissan the top gold rating in the PRIDE Index, which recognizes corporate initiatives to support LGBTQ+ employees. Nissan received six consecutive gold ratings from 2017 to 2022.

LGBTQ+ seminars

Held annually since 2014, guest speakers from outside the company are invited to provide a forum for employees to actively learn and think.

LGBTQ+ e-learning

Mandatory training for all employees.

Event participation

Nissan has participated in the Tokyo Rainbow Pride — the largest LGBTQ+ event in Japan since 2017.

LGBTQ+ employee networking

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

Embed DEI in corporate culture

We believe that embracing the diversity of our employees leads to the creation of greater value that meets the diverse needs of customers. We will seek to embed DEI as the foundation of our organization and respect different values to ensure every individual can maximize their potential.

Internal and external communication activities

Communicating the thoughts and activities of senior management can prompt behavioral change by facilitating a common understanding of the significance of promoting DEI. We also are making efforts to enhance our corporate brand image and recruiting.

Internal communications: Interviews with executives

We promote understanding of DEI by sharing experiences and thoughts of senior managements as well their expectations for employees.



DEI forum

In fiscal 2022, forums were held in which employees could take the stage as panelists to talk about their experiences and opinions on the topics of paternity leave and female careers in the Monozukuri functions. The forum was attended online by approximately 300 Nissan employees and provided an excellent opportunity for everyone to revisit the topics of work-life balance and career.

Global diversity awareness month

We have opportunities to reconsider and discuss the importance of DEI through executive officer messages, employee interviews and panel discussions.



Intranet website and email newsletter

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

External communications:

DEI page on the corporate website

Nissan's vision and initiatives, as well as messages from Nissan's senior management, are available on the corporate website and state DEI as a key pillar of our business strategy.

"Iku-Boss declaration"*1

In February 2022, CEO Makoto Uchida announced Nissan's Iku-Boss Declaration. Iku-Boss is an initiative led by the Ministry of Health, Labor and Welfare in Japan to create workplaces where diverse employees can perform to their full potential.

*1 The term "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. By making an Iku-Boss declaration, the top management and executives of an organization state their aim to become an Iku-Boss.

Contents		Corporate direction		Environmental	Social	Governance		Data	
Social policies and philosophy	Human rights	Traffic safety	Diversity, equity and inclusion	Product safety and quality	Supply chain management	Human resource development	Labor practices	Employees' health and safety	Community engagement

Diversity management in leadership

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

Fostering mindsets

We continue to hold DEI-themed events in each region and run training sessions for employees worldwide.

Category	Detail
Diversity Management in Leadership	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, senior management sent communications to employees in each division.
	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 teaches how to be creative in day-to-day management from the point of view of balancing work with childcare and paternity leave.
Fostering mindsets	Unconscious bias e-Learning This training is provided to all indirect employees, so they 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.
	LGBTQ+ e-Learning (Japan) Aiming to make everyone feel comfortable at work, we are implementing this as mandatory training for all employees to learn about LGBTQ+.
	Paternity leave and revised childcare leave law e-learning (Japan) This training is being implemented to provide an understanding of the childcare leave system based on the June 2021 revisions to Japan's Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Members. The aim is to enable managers, supervisors, and users of the system and their colleagues to take appropriate action, adopt the right mindset, and effectively utilize and promote the system.

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. *1

Promotion of inclusive workstyles

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



Remote work program with no upper limit of hours*
*For all employees except those in manufacturing processes



Super-flexitime without core time*
*There is core time at some sites



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

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 was eliminated, moving beyond a provisional measure in response to the COVID-19 pandemic.

Workstyle reform Happy 8

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 for eight hours a day.



Happy Friday

In February 2017, we introduced our Happy Friday program, which encourages employees to leave the office at 3 p.m. on the last Friday of each month. Through this we're promoting 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	Remote work locations expanded to include places considered the same as one's home (house of spouse or family member within the 2nd degree of kinship)
October 2020	Remote work locations expanded to include public places
January 2021	Option of taking Family Support Leave in one-hour units
June 2021	Removal of the upper limit of remote work time

*1 Click here for more information on our "Community Engagement". >>>P117

Contents		Corporate direction		Environmental	Social	Governance	Data		
Social policies and philosophy	Human rights	Traffic safety	Diversity, equity and inclusion	Product safety and quality	Supply chain management	Human resource development	Labor practices	Employees' health and safety	Community engagement

Achievements at sites outside Japan

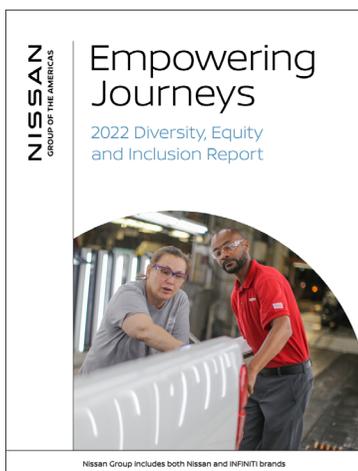
Initiatives in Americas

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 by focusing 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

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

The AMIEO (Africa, Middle East, India, Europe, Oceania) region, established in April 2021, is a geographically wide and diverse region. We operate in 140 countries, which offers a tremendous opportunity to leverage the inherent diversity within the region. AMIEO is represented by an 11% female population across the business (both direct and indirect employees), with four females 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. In early fiscal 2022, the AMIEO DEI Council was established under the leadership of Friederike Kienitz, regional senior vice president corporate affairs and sustainability. DEI committees were also created in each AMIEO entity to ensure that every employee feels secure, embraced and supported in bringing their true authentic selves to work.



Americas DEI Annual Report

Initiatives / Strategic Pillar	Details
Diverse pipeline	<ul style="list-style-type: none"> · Pipeline enhancement via graduate and mid-career hires. · Regular monitoring of gender and the cultural diversity of succession plans and promotions.
Local DEI committees	<ul style="list-style-type: none"> · Established DEI committees by each business entity headed by MDs to implement and promote the region's DEI strategy at the local workforce level, as well as establish locally relevant initiatives that are tailored to specific needs and interests. Each entity will also have a DEI custodian who will act as the bridge between the local and regional DEI councils.
Leadership forums	<ul style="list-style-type: none"> · Skip-level meetings and employee roundtables on sustainability and DEI topics were held with top executives throughout the year.
Talent development	<ul style="list-style-type: none"> · Diverse participant representation on regional talent development program's through to director level. · Launch of reverse mentoring program pilot with nine executives partnered with millennial employees to allow executives to gain a wider organizational and generational perspective and create safe spaces for candid feedback. · Mentoring program continues to flourish with talents to support with career development which 31% of mentees are female.
Learning	<ul style="list-style-type: none"> · DEI virtual instructor-led training launched in FY22. · Twelve female employees attended the Women's Automotive Winter Meet up, a virtual global event with speakers from across the automotive industry.
Coaching	<ul style="list-style-type: none"> · Development and launch of five coaching packages including; parental leave transition significant life changing events transition executive coaching for underrepresented groups, female executive presence 1:1 coaching and development of personal brand.
Internal awareness	<ul style="list-style-type: none"> · Establishment of a celebration calendar to bring awareness and educate our teams. In March 2023 we celebrated International Women's Day. · Three virtual workshops facilitated by an external expert on DEI with around 2,000 employees attending across the region. · Launch of Nissan's 'Got Talent' in fiscal 2022 where everyone is invited to show their personalities and individual expression to demonstrate and celebrate their achievements. · A number of local entity level initiatives established for different strands of DEI including male and women's health, fertility and retirement.
STEM*2	<ul style="list-style-type: none"> · Engaged more than 77,398 students in career development and engineering or STEM events*1. Female students accounted for approximately 49% of participants.
Local practices	<ul style="list-style-type: none"> · Nissan Central Europe (NCE) ensure new building and structures are accessible to all. · Nissan Motor Manufacturing (NMUK) provide lactation rooms for new mothers returning to work. · Nissan Motor Great Britain (NMGB) rewrites policies to become gender neutral and more inclusive where appropriate.

*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/2022-Nissan-Group-of-the-Americas-DEI-Report.pdf>

*2 Click here for more information on the Nissan Skills Foundation. <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/CITIZENSHIP/DIVERSITY/>

Contents		Corporate direction		Environmental	Social		Governance		Data
Social policies and philosophy	Human rights	Traffic safety	Diversity, equity 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 are committed to creating a truly diverse, inclusive and equitable environment in which individuals can demonstrate their potential to the fullest.

DEI penetration

Various communication channels were established in China for DEI concept penetration.

- Regional DEI Council: DEI concept and strategy were cascaded and implemented in regional senior management through the China regional DEI council. Regional initiatives are monitored and regional issues are discussed as needed.
- Company DEI council: NCIC established a DEI council to cascade global and regional strategy and to gain each division heads' support on company initiatives. Regular DEI engagement toolkits were issued in the company.
- DEI e-Community set up in NCIC, which was a platform for employees to exchange viewpoints and to share good practices.
- A group of leaders in NCIC were interviewed and videoed to interpret what DEI is and how DEI enables the creation of a company where all employees can demonstrate their potential to the fullest.

Meanwhile, multiple learning resources were provided to ensure a better understanding of DEI.

- Unconscious bias e-learning was rolled out in NCIC and three joint venture companies with a 100% completion rate.
- Cross-culture training was conducted to inbound and outbound expatriates to facilitate a smooth landing.

Leadership development in DEI

Facilitate leaders to motivate and engage team members through workshops and trainings.

- DEI leadership training was held in Nov. 2022 for China region senior managers and higher level local leaders to deepen their understanding of DEI and assist mindset shifting. The concept was demonstrated in daily behavior and interactions to inspire team members and drive team performance.
- Intergeneration leadership workshops for NCIC and DNFL managers were held to enable leaders to foster more inclusive and empathetic perspective in young generations to enhance their motivation and engagement.
- Performance-feedback training for all people managers in NCIC to provide tools on how to effectively communicate with and provide feedback to team members with various workstyles, background, etc.
- Introduced the DEI concept in the Regional Leadership Program, which aims to empower talented employees in the China region.

Gender diversity

Special cubicle setup for new mothers, maternity / paternity leave implemented to support female employees. Also, mental health workshops were held on International Women's day.

Inclusive workstyle promotion

- A flexible working scheme has been implemented and optimized that allows employees more flexibility based upon their personal needs and supports coping with the pandemic situation.
- Employee Assistance Program (EAP) is a company resource that provides employee with support for mental health issues.

Young generation development

- We engage the young generation with exposure through our culture ambassadors' program, Cross Functional Team (CFT) projects and lunch meetings with the management team.
- Supporting their career development with an internal transfer policy and rotation programs.

Contents		Corporate direction		Environmental	Social		Governance		Data
Social policies and philosophy	Human rights	Traffic safety	Diversity, equity 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, equity and inclusion. The key activities are as follows:

Women's Month and International Women's Day celebration

During Women's Month we embraced equity by raising awareness about what diversity, equity and inclusion mean for Nissan. This was done through leadership communication, motion graphics and promoting Nissan's new DEI policy. Employees were also invited to join a webinar on improving emotional quotient to enhance gender equality in the workplace.

Flexible workstyle

During and after the pandemic, we promote flexible and remote workstyles where applicable. To encourage flexibility and prioritize employees' well-being, we launched a hybrid work arrangement guideline called F.A.S.T. (flexible and safe teams).

Equal opportunities:

We provide equal opportunities to employees regardless of their background to drive their own careers. To encourage employees build their skills, we launched a learning for all program called Learners' Circle where employees are encouraged to take e-learning courses to be eligible to attend virtual webinars, facilitated by external speakers. Employees are also empowered to driver their careers by

taking charge of their career development and individual development plans. Managers are trained in a leaders forum on how to support their employees through career discussions.

Inclusion and safe mindset training:

We launched a training for key leaders on inclusion, allyship and team psychological safety as part of our efforts to transform corporate culture and build a better workplace.

In addition, 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 DEI at Nissan

Both Nissan's DEI initiatives and focused emphasis on employee diversity have resulted in 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, Labor and Welfare recognizes companies that successfully promote female 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. After becoming the first Japanese automotive company to receive the top gold rating in the PRIDE Index in 2017, we have received the gold rating for six consecutive years.



LinkedIn Talent Awards 2022 Diversity Champion finalist

NML was recognized as a finalist in the Diversity Champion category as one of the companies that actively released corporate/employee messages about DEI and inspired others. This is an award to recognize and celebrate companies that are paving the way for the future of work.



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Outside Japan*1

Region	Awarded company	Awarded year (in calendar year)	Title of the Award	Sponsor
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: Resiliency Edition	Women's Business Enterprise National Council (WBENC)
		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)
	Nissan Canada Inc.	2022	Great Place to Work Canada (fourth consecutive year)	Great Place to Work Canada
	Nissan Mexicana, S.A. De C. V., NR Finance Mexico	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
		2022	Top Company for Women	Top Companies – Expansion
	all Nissan South America countries, Argentina, Chile, Brazil and Peru	2022	Great Place to Work Latin America	Great Place to Work
Nissan South America	2022	Diversity and Intersectionality – LATAM Women's Network	Women in Management	
Nissan	2022	Corporate Sponsor of the Year	100 Black Men of Greater Dallas Fort Worth chapter	
AMIEO Africa/Middle East/India/ Europe /Oceania	Nissan Motor (GB) Ltd.	2022	Pride 365 Certified (second time)	InterPride(UK)
		2022	Valuable 500	Valuable 500
	Renault Nissan Technology Business Centre (RNTBCI)	2022	Top 100 Best Companies for Women in India	AVTAR Group & Seramont
		2022	100 Best – Hall of Fame (fifth time)	Best of Best Conference 2022 by Avtar and Seramont
China	Nissan (China) Investment Co., Ltd. (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 Click here for more information on other external recognition of our diversity, equity and inclusion initiatives to date. [>>>P161](#)