

# Diversity, equity and inclusion

## Approach to diversity, equity and inclusion (DEI)

Nissan continues to reinforce its long-standing commitment to being a truly diverse, equitable and inclusive company that empowers everyone to challenge themselves and drive innovations that make a difference, consistent with local standards.

As we transform the way people live and drive, our ambition is to further deepen and advance Nissan's DEI initiatives, ensuring that everyone is valued and respected while actively contributing to a more inclusive world.

### Our statement

Nissan's global commitment to DEI starts with our people and culture. We aim to give everyone a voice and the opportunity to realize their full potential.

Under the Nissan Social Program 2030 (NSP2030), we will promote initiatives with the goal of realizing an inclusive and exciting company that values uniqueness.

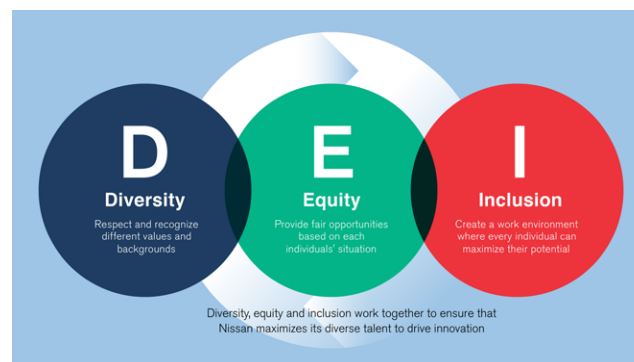
In an increasingly complex and changing world, we need to bring together talented teams to address and cater our products to the different needs of customers and societies. The global emphasis on DEI will help us to be truly inclusive with our innovations as we continue to deliver the future of mobility and enrich the world we live in.

### Diversity, equity and inclusion

Globally, 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. By equity, we believe in providing opportunities for everyone based on each individuals' situation, recognizing unique circumstances, and providing the necessary resources and opportunities.

Finally, we recognize inclusion as creating 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, ensuring 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 talent to drive innovation.



## Signing the Women's Empowerment Principles

In August 2023, Nissan signed the UN Women's Empowerment Principles (WEPs), which are seven principles established by the United Nations Global Compact (UNGC) and UN Women.\*<sup>1</sup>

In support of

**WOMEN'S  
EMPOWERMENT  
PRINCIPLES**

Established by UN Women and the  
UN Global Compact Office

\*1 Click here for further information on CEO comments. <https://global.nissannews.com/en/releases/nissan-signs-un-womens-empowerment-principles>

## Diversity, equity and inclusion 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

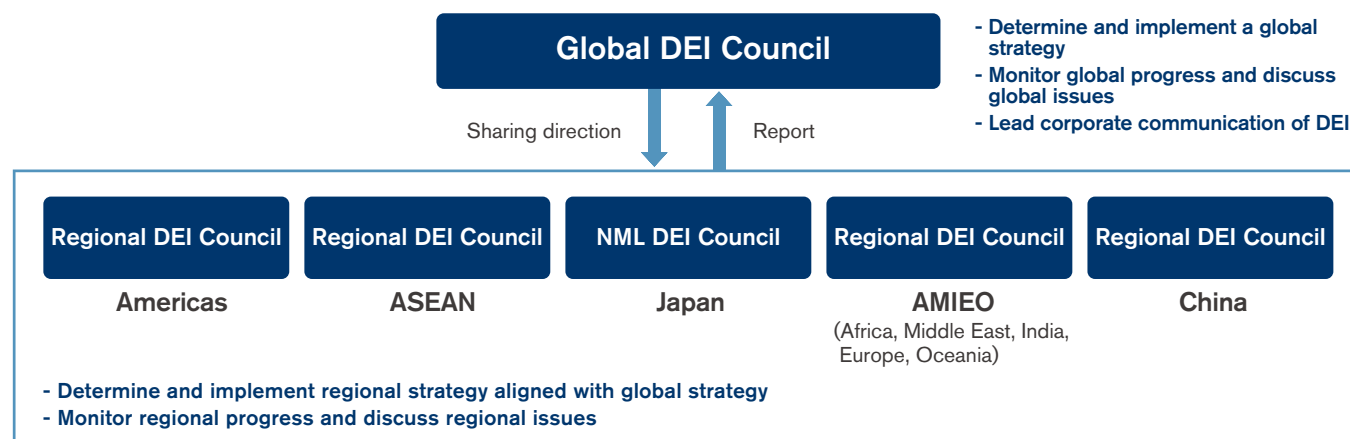
- Chaired by the CEO. Members are executives representing divisions and regions.
- Share, discuss and make decisions on DEI strategies and direction.

#### Regional DEI Council

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

- The promotion of DEI is spearheaded by dedicated organizations or specific individuals in Japan and each region where we have a business presence. 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.



## Diversity, equity and inclusion (DEI) achievement in FY24

### Our actions

Nissan's core philosophy is to empower all employees to reach their full potential while considering each individual's unique situation and embracing differences. 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 business partners, customers and the communities where we operate are to be respected in the same way. Alongside this, each region and market 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.

### Cultivating a corporate culture that promotes DEI

Nissan offers many opportunities to develop a better understanding of mutual differences. Positioned as the foundation of the Our Nissan corporate culture reform initiative, through our principles we aim to cultivate a more inclusive corporate culture by providing opportunities for various dialogues, listening to and recognizing employees' voices, and creating an environment in which employees can communicate freely and openly.

Actions to deepen mutual understanding

To deepen understanding what this concept means for Nissan, and how each employee can contribute to the inclusive corporate culture, we have introduced several trainings.

Details	
Global DEI e-learning	A training designed to deepen Nissan employees' understanding of DEI and create a workplace infused with it.
Unconscious bias e-learning	This training is provided to executives and managers in indirect functions to raise awareness of unconscious bias and learn methods to control it.
LGBTQ+ e-learning (Japan)	Aiming to make everyone feel comfortable at work, we are implementing mandatory training for all employees to learn about LGBTQ+.
Human rights and DEI training (Japan)	Training is conducted to ensure a proper understanding of human rights and their association with DEI to inculcate how everyone should act and contribute.
Global DEI Onboarding journey	To provide DEI information, new Nissan employees have a specific DEI section in their Onboarding Journey, in which they can learn about Nissan's commitment to DEI and how DEI initiatives take place in each one of the regions.

Open communication

At Nissan, we value open communication that fosters a sense of unity across different positions and years of service. We provide a variety of opportunities for dialogue so everyone can share their ideas, respect differences and bring in unique perspectives.

Main initiatives	
Talk sessions with leaders	We promote an understanding of DEI through the communication and exchange of management experiences, thoughts and expectations for employees at fireside chats, round tables and other events.*1
Global diversity awareness month	We have opportunities to reconsider and discuss the importance of DEI through executive officer messages, employee interviews and panel discussions.
DEI forum	These events are held to discuss DEI topics with outside speakers and to provide opportunities for employees to think about them.
DEI handbook	This handbook is published to explain the mindset and action guidelines required to deepen employee understanding of DEI and share these values. The materials are translated into a variety of languages and used in each region.
Intranet newsletter	Information on various seminars, reports and other DEI-related content are posted on the company intranet. We also regularly issue an e-mail magazine to promote DEI throughout the company.
Corporate website DEI section*2	As one of the key pillars of our management strategy, Nissan's vision, initiatives and top management messages are publicly disclosed on our corporate website.

Practicing inclusive leadership

Nissan leaders are expected to understand the needs of each team member and colleague while at the same time creating an inclusive work environment. This expectation is included in the Nissan Leadership Way, which defines the leadership values and actions each individual should take. Additionally, we introduced reverse mentoring in the fiscal year 2024, in which young employees serve as mentors to leaders, providing advice and insights based on their perspectives and experiences.

Main initiatives	
Executive workshop	The themes of this event are "Team strategies for increasingly diverse organizations" and "Conscious inclusion." Through discussions and exchanges of opinion, we are fostering the DEI mindset in organizational management.
Diversity management training	As part of the training for new senior managers, participants acquire the mindset to manage diverse staff and maximize results for both individuals and the team through experiential learning that takes DEI issues and responses into consideration.
Childcare leave e-learning (Japan)	Once the childcare leave system is understood, this program helps managers and supervisors learn how to lead their teams in day-to-day management using the balancing of work with childcare and paternity leave as a starting point.
Reverse mentoring	As part of the corporate culture transformation aligned with the Nissan Leadership Way, young employees serve as mentors to leaders, providing advice and insights based on their perspectives and experiences. This interaction allows both parties to encounter new viewpoints, which accelerates innovation.

\*1 Click here for information on the DEI session at the Nissan Sustainability Seminar 2023 : <https://global.nissannews.com/en/releases/nissan-sustainability-seminar-2023?origin=channel-NNG243>  
\*2 Click here for information on the DEI section of the corporate website : <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/DIVERSITY/>

## Actions to maximize the abilities of each individual

To ensure employees of all backgrounds remain highly motivated and engaged, Nissan strives to create an environment that maximizes their abilities by providing learning and development opportunities.

### Gender diversity initiatives

Having women in positions of influence not only provides new perspectives, but also leads to improved internal policies and systems that are more inclusive. Furthermore, Nissan acknowledges the existing gender gap and is committed to addressing it, tailoring our efforts to local realities and needs, as we believe it affects aspects of our corporate culture. As a result of such initiatives, the percentage of women among Nissan managers globally has increased from 6.7% in 2008 to 16.2% in the end of March 2025. Nissan empowers women globally. \*1 \*2 \*3

Moreover, women now comprise 11.5% of managers in Japan as of the end of March 2025. This compares favorably to the average of 4.7% for Japanese manufacturers with 1,000 or more employees (according to the 2024 Basic Survey on Wage Structure from Japan's Ministry of Health, Labor and Welfare). As of the end of March 2025, 10.2% of positions from the level of general manager and up are filled by women. This is 5.1 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 woman indirect employees in Japan. To accomplish this, we aim to raise the woman ratio of indirect employees to 30% by actively accelerating the hiring and development of women to enrich the pipeline. (As of the end of March 2025, the ratio of women managers was 11.5% and the woman ratio of indirect

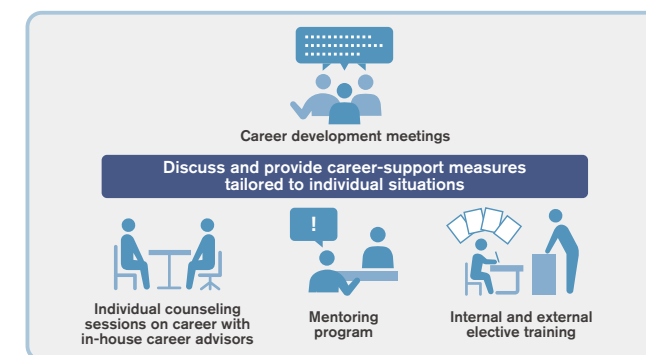
### <Woman level-based human resource development initiatives> (Japan)\*4



employees was 19.8%.)

At the NML DEI Council, which discusses issues unique to Japan, the gender gap continued to be a focus of discussion in the fiscal year 2024, and workshops on unconscious bias were conducted. Executives representing each function shared best practices and discussed the different challenges and solutions specific to their functions, working to accelerate efforts toward creating a more inclusive workplace environment.

The ratio of the average pay of women to that of men is 83.8%. (The ratio is among all employees as of the end of March 2025) in NML. Although there is a gap in average pay per person due to differences in composition between men and women, such as the ratio of managers, there is no difference in treatment between men and women in pay.



\*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](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 women 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 For more information on the development of systems and environments, please refer to Creating an Inclusive Environment. >>> P103

\*5 Monozukuri divisions include Manufacturing, R&D, Purchasing, Design and Total Customer Satisfaction.

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

### Car development stage

We listened carefully to the voices of our women 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 women automotive journalists.\*1

### Production sites

To continuously produce supervisors, we provide opportunities for skill enhancement tailored to individual preferences, regardless of their life stage. In the fiscal year 2024, our first women foreperson was appointed at the Oppama Plant (Yokosuka, Kanagawa Prefecture). The number of women employees in supervisory positions or higher will exceed 40, creating an environment that encourages career advancement. 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 disabilities can play an active role. Also, with the aim of promoting the acceptance of diversity and creating comfortable workplace environments for all employees, video contents explaining DEI are provided to technicians and seminars on women's health are held regularly in collaboration with clinics at local facilities.

## Dealers

Many women car-life advisors (CAs) are active in our dealers nationwide in Japan and a woman president has been appointed at a dealership. As of the end of March 2025, 1,087 women CAs were employed across Japan. The ratio of women CAs is 11.2%. We support career development by providing networking opportunities for women employees and conducting career training programs. In addition, women technical advisors (TAs) have been appointed to serve as bridges between customers and dealer technicians.

## Development of women executives

We assign dedicated career coaches to women executive candidates, arrange executive mentors, and provide opportunities for external training. Additionally, during the creation of the executive succession plan, we ensure time is allocated for discussions on development plans for women candidates, continuously striving to nurture women executive candidates.

## Health promotion support service (Japan)

By focusing on and improving areas often neglected by people feeling unwell, including Femtech\*2 and sleep improvement, Nissan promotes a work environment that facilitates improved productivity and the realization of a worklife balance. We provide online seminars and medical support for employees and their families and partners to promote understanding of various health issues, including those specific to women such as menopause, as well as treatment for infertility — which can affect both men and women.

In the fiscal year 2024, we invited an external speaker, to give a lecture for employees in the Manufacturing Department on the importance of DEI and the differences in work styles between the Reiwa and Showa eras.

## Employee Resource Group (ERG)\*3

An Employee Resource Group (ERG) is a community formed by a group of employees with common aspirations (identities and interests) and is supported by executives. Nissan has a variety of organizations that cater to different interests, including Gender, LGBTQ+ Allies, Multiculture, Working Parents, Disability and Career & Communication. They organize events and share knowledge and experiences to create a workplace where employees can work with more confidence and vigor. We are proactively developing activities tailored to the characteristics of each of our operations in Japan, the Americas, AMIEO (Africa, Middle East, India, Europe and Oceania) and China.

\*1 Click here for more information on the award. <https://global.nissannews.com/en/releases/release-0cbaaa35cd823cb7d80b7f6fb01f3d71-nissan-x-trail-awarded-best-large-suv-by-ww-car-of-the-year-2023>









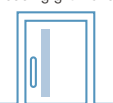




\*2 Nissan has introduced self-care initiatives for both men and women, including Femtech, which refers to products and services that offer solutions to women's health issues such as menopause, menstruation and fertility treatment.

\*3 Referred to as Business Synergy Teams (BSTs) in the Americas Nissan Group.

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## 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.

Activity pillars	Examples of activities
Fostering a climate of understanding	 Original stickers representing allies  LGBTQ+ e-learning required for all employees  LGBTQ+ seminars held annually since 2014  PRIDE month special issue information disseminated via an email newsletter and intranet  Employee community launched in 2016, became an ERG in 2023  HR support handbook for LGBTQ+ employees
Institutions and facilities	 [Applicable to same-sex marriages and de facto marriages] Leave system based on marriage and family-care reasons, provision of wedding gift money  Private facility for annual health checkup  Installation of multiuse restrooms  External consultation service
Communication outside company	 Participation in Tokyo Rainbow Pride (TRP) since 2017; booth exhibit and PRIDE parade participation in 2024  Expressing support for marriage equality  Eight consecutive annual PRIDE GOLD awards for being a top LGBTQ+ supportive company

## Enabling diverse human resources

### 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 36.4% and for indirect employees 34.6% in Japan as of the end of March 2025.)

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. Disability-related ERGs were established in Americas in the fiscal year 2022 and in Japan and AMIEO in the fiscal year 2024. They are working to promote understandings of disabilities and create user-friendly vehicles for all.

### 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 (6.3% as of the end of March 2025) is high compared to other Japanese companies. In addition, 53.3% (As of June 2025) 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 personnel exchanges among offices outside Japan and project collaborations. In Americas and Japan, multicultural ERGs are working to

create environments where employees can demonstrate their abilities regardless of nationality, cultural background, or language ability.

\*1 Click here for more information on "Support for the engagement of senior human resources." >>> P110

## Creating an inclusive environment

To realize a working environment that provides equitable opportunities and support and allows every employee to reach their full potential, Nissan believes in maintaining a work-life balance that respects individual circumstances.

### Balanced support (Japan)




- We provide training and seminars to support employees balancing work and childcare as well as employees responsible for nursing care and those undergoing treatment and self-care.
- We provide training and seminars for managers to learn how to support the careers of employees 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 that makes it easier for men employees to take paternity leave, the following actions have been implemented: distributing messages of support to employees from executives and managers, rolling out mandatory e-learning for managers, and introducing cases of childcare leave by conducting interviews with employees who have previously taken paternity leave. The paternity leave acquisition rate was 65.5% , with an average period of 92 days in the fiscal year 2024.

Building on the existing Family Support Leave, from the fiscal year 2024 we have established a new Life Support Leave that can be used for medical treatment, recuperation and prevention, thereby creating an environment that can meet the individual needs of a wider range of employees.

In addition, an employee-led community set up by working parents to exchange information has been active. In 2023, the group was officialized as an ERG with an executive sponsor and more than 200 employees are participating in its activities.

## Creating an environment conducive to achieving an optimal work-life balance

Comprehensive support for employees: For themselves, managers, mindset and infrastructure	
 <b>Supporting employees: Career development and work-life balance support</b> <ul style="list-style-type: none"> <li>• Seminar for expectant parents before maternity and childcare leave, and a reinstatement seminar for those who are taking childcare leave</li> <li>• Provide employees with opportunities to think about their career paths and workstyles before and after maternity and childcare leave</li> <li>• Nursing-care seminar</li> </ul>	 <b>Supporting managers who have employees engaged in work-life balance</b> <ul style="list-style-type: none"> <li>• Guidance on offering promotion exams before childcare leave</li> <li>• Childcare leave system e-learning for managers</li> <li>• Diversity management training for managers</li> <li>• Support for paternity leave</li> </ul>
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	
 <ul style="list-style-type: none"> <li>• Remote work program (all employees are eligible except those in manufacturing processes)</li> <li>• Super flextime without core time (core time exists at some sites)</li> <li>• Short-hour work program (for employees engaged in childcare or nursing care)</li> <li>• Family Support Leave (special paid holidays for marriage, childbirth by spouse, childcare, nursing care and fertility treatment available by the hour)</li> <li>• Life Support Leave (medical treatment, recuperation, and prevention support available on an hourly basis)</li> <li>• Childcare leave (with splitting option), nursing care leave and maternity protection leave</li> <li>• Fertility treatment leave (April 2025~)</li> <li>• Shorter working hours for treatment (April 2025~)</li> </ul>	<ul style="list-style-type: none"> <li>• Accompanying leave (three years maximum)</li> <li>• Re-employment policy</li> <li>• In-house childcare center (at five sites)               <ol style="list-style-type: none"> <li>1. Supports employees by helping them balance work and childcare and perform at their best</li> <li>2. Support for returning to work at the desired time without being affected by the waiting list issue</li> </ol> </li> <li>• Lending of personal computers to employees on leave (for intranet and email access)</li> <li>• MM care room (lactation room)</li> <li>• External nursing-care hotline</li> </ul>



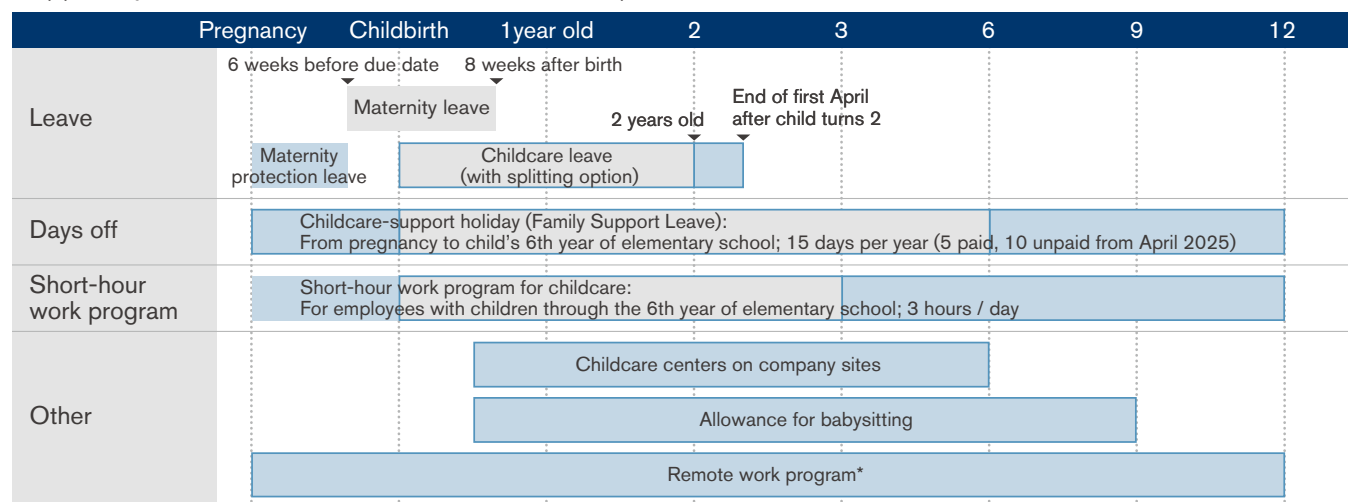
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### Creating programs, facilities and other infrastructure for employees balancing work with childcare or nursing care: Establishment of in-house childcare centers

The number of centers has been increasing since the company opened its first one 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)

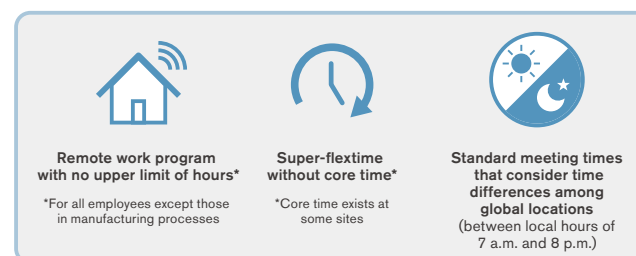


\* Available to all employees (excluding those in manufacturing processes) regardless of their reasons for childcare or nursing care.

Legend:   Legally mandated   Decided by Nissan   For parents of both sexes

### Promotion of inclusive workstyles

We are committed to create a working environment in which diverse employees can maximize their performance. 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. The upper limit of hours was eliminated in 2021 to expand the system.



### Workstyle reform Happy 8

Main initiatives	
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 eight hours a day.
Happy Friday	In February 2017, we introduced our Happy Friday program. It encourages employees to leave the office at 3 p.m. on the last Friday of each month to promote 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 Expanded workplace to include locations analogous to home (spouse or blood relative homes)
	Oct. 2020 Expanded workplace to include public spaces
	Jan. 2021 Family Support Leave in one-hour units
	Jun. 2021 Removed upper limit on remote work hours
	Jul. 2023 Health promotion support service
	Aug. 2023 Self-Career Dock
	Apr. 2024 Life Support Leave

### Expanding DEI to partnerships and communities

Nissan will proactively contribute to the realization of a more inclusive world by expanding the scope of application of DEI concepts and activities within the company to business partners and local communities.

Main initiatives (Japan)	
Collaborations with schools	We conduct vocational lectures on the automotive industry, the work done by Nissan and the experiences of our employees.
Collaborations with universities	Executive speeches and donations for supporting the development of global leaders at the University of Tokyo.
Tokyo Rainbow Pride	Alongside LGBTQ+ people and their supporters (allies), we sponsor and exhibit at events, and participate in parades with the aim of realizing a society in which all people, regardless of sexual orientation or gender identity, can live their lives more freely without discrimination or prejudice.
Participating member of D&I Kanagawa	We endorse and participate in this initiative, which aims to realize a gender-equal society in which all people can demonstrate their individuality and strengths.
Collaborations with Nissan Group companies	We regularly organize plenary meetings and information exchanges with DEI promotion members in Nissan Group companies for the purpose of sharing activities and networking.
Collaborations with other companies	We organized an event to introduce Nissan's DEI initiatives from the past 20 years and to create a platform for dialogue among participating companies.



## Achievements at sites outside Japan

### Initiatives in Americas

At Nissan Group of the Americas, we are passionately committed to fostering a culture where every individual employees, customers and partners alike feels respected, valued and truly heard. Our mission is driven by the broad community of people who make, sell and use our products worldwide. We strive to cultivate an environment that unlocks each employee's full potential and celebrate the unique differences that make us stronger together. In the fiscal year 2024 we expanded our DEI focus through impactful actions and initiatives, including an impressive 43,820 training hours dedicated to advancing our leadership goals. We achieved 92% employee participation in voluntary OUR Nissan Workshops, which promote inclusive conversations and serve as a cornerstone of Nissan's cultural evolution. These workshops foster safe spaces for dialogue among leaders and teams. Through two strategic topics "OUR Nissan" and "Business Case for Diversity" we deepened trust, elevated understanding, and reinforced the critical role of DEI in driving business success across the Americas.

In Nissan South America, our DEI Dealer journey advanced significantly in 2024. We launched a new printed manifesto, prominently displayed at every dealer and accessible via QR code, reinforcing Nissan's long-term commitment to consumer diversity and inclusive environment. This initiative strengthens our Nissan Way at the dealership level, ensuring every customer and employee experiences a Nissan for Everyone.

We believe appreciation boosts morale, relationships, and innovation. In the fiscal year 2024, employees sent 18,713 Kudos - a 59% increase from the fiscal year 2023 - showing strong progress in building a culture of recognition. Throughout the year, we hosted 3 leadership summits

with more than 3,000 attendees, providing a platform for networking, learning, and inspiration so our leaders can continue leading with mind and heart. We create safe spaces of connection and transparent communication with our Chairperson and more than 600 participants sharing personal, professional and business topics. NISSAN is a great place to belong! Our dedication to inclusion is further demonstrated by ongoing regional initiatives such as:

- Unconscious bias training (voluntary) since 2018
- Flexible work schemes supporting maternity and diverse personal needs
- Adoption of the Women's Empowerment Principles (UN) since 2022

At Nissan, our leadership approach - grounded in respect - continues to shape a culture of inclusion, feedback, and growth. 81% of employees participated in Check-Ins - formal sessions with managers to align on goals, career development, and connection. Along with more of 43,000 hours of leadership training and strong engagement through summits, kudos, and coffee chats, we're building a feedback-driven culture and fostering inclusive leadership to drive innovation and trust.

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

The AMIEO region, established in April 2021, is geographically wide and diverse. We operate in more than 100 markets, which offers a tremendous opportunity to leverage the inherent diversity within the region. AMIEO is represented by a 12% woman population across the business (both direct and indirect employees), with five women 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. By creating and fostering a workplace in which every individual can come to work feeling secure, embraced and able to be their true selves, we allow our employees to feel they belong and enable them to do their best every day.\*<sup>1</sup> In the fiscal year 2024 the AMIEO team launched an ERG toolkit and facilitated the expansion of ERGs within the region. The toolkit is designed to empower employees by providing clear guidance, best practice examples and resources to grow ERGs, which foster inclusivity and professional development. ERGs and their members continue to grow with more spaces for colleagues to connect, share experiences and support one another.



AMIEO DEI Annual Report

\*1 Click here for more information on the AMIEO initiatives in our AMIEO DEI Annual Report FY23. Link to the AMIEO DEI Annual Report <https://reports.nissanamieosustainability.com/dei-2023/article/1/>

## 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. The following initiatives have been taken:

### DEI awareness enhancement

Communication: Holistic communication channels established for DEI concept penetration, including Townhall, skip-level meetings and employee roundtables with DEI topics to create vertical and horizontal dialogue. In addition, culture ambassadors and a dedicated DEI resources site promote employees' engagement.

Training: Multiple learning resources provided to ensure a better understanding of DEI.

Equip leaders with DEI tools through leadership training and intergeneration leadership workshops. DEI e-learning, unconscious bias and safe mindset e-learning were launched.

### Inclusive workplace building

A flexible working scheme: Allowing employees to work with more flexibility based upon their personal needs.

Internal policy review: Internal policy and rule were reviewed to ensure they align with the principles of DEI. Our recruitment processes are free from any discrimination based on gender, age, or personal background. We actively promote equal opportunities in all recruitment advertisements and maintain a fair and unbiased CV screening process.

ERGs: Management-sponsored ERGs provide networking and development opportunities, fostering belonging. In 2024, two key topics conducted by ERG were effective communication and cross-culture integration.

Gender diversity: In the fiscal year 2024, many initiatives related to gender diversity were implemented including the following programs.

- Comprehensive maternity, paternity, nursing and parental leave implemented to support employee's needs in taking care of family members
- Woman talent career development facilitated with regular IDP (Individual Development Plan)/CDP (Career Development Plan), which provides clear, personalized roadmaps to address skill gaps, set career goals, and access growth opportunities. By aligning organizational resources with women talents' career aspirations, IDPs/CDPs promote equitable career progression and long-term retention
- Mental health workshops held on International Women's Day.

Young generation development: We have also implemented the following programs for young generation development.

- Engage young people through the Culture Ambassadors' program, Cross Functional Team (CFT) projects and skip-level meetings with management.
- Management actively participates in mentoring program focus on strengths communication with talented young employees.

## Initiatives in ASEAN

In ASEAN, we are committed to creating value and respecting the value of people through DEI. Our key activities are:

### Celebrating and empowering women

We celebrated International Women in Engineering Day and International Women's Day to foster gender equality and celebrate the many contributions of women. This was done through leadership communication, employee testimonials and women development activities.

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## Equal opportunities

We provide equal opportunities for employees regardless of their background to drive their own careers and build their skills. To empower them to do so, we train employees to draft their own career development and individual development plans, and encourage them to register for instructor-led trainings that suit their needs and promote an inclusive workplace. Some of the trainings we launched include topics on collaborative discussion, skillful conversations, and getting and receiving feedback. We also launched a broader regional mentoring program to foster cross-functional learning and development.

## Wellness month

We promoted employee well-being through physical and mental health programs and activities, including a Mental Health Week, featuring a seminar on psychological first aid, art activities and personal counseling..”

## Employee Appreciation Day

We take the opportunity to give everyone a chance to show their appreciation and recognition to their bosses, peers and team members, regardless of their job level. To show appreciation to all employees, various appreciation activities are launched. The recognition program was incorporated into the Workday system to increase convenience, equal opportunity for recognition and process improvement.

## DEI training

We are launching an e-learning for all employees to learn more about DEI and how it can be applied in the workplace.

## External recognition for DEI at Nissan

Both Nissan's DEI 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 a 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 woman 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. In 2017, we became the first Japanese automotive company to receive the top gold rating in the PRIDE Index, and have been awarded it every year since.



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## Outside Japan\*1

Region	Awarded company	Awarded year (in calendar year)	Title of the Award	Sponsor
Americas	Nissan North America	2025	Platinum Sponsorship Award	NAACP – Murfreesboro Branch
		2025	Diamond Sponsorship Award	African-American Society of Williamson County
		2024	All-Time Top Corporation	Women's Business Enterprise National Council (WBENC) (U.S.)
		2024	Corporate Sponsor of the Year	100 Black Men of Dallas
		2024	Award of Appreciation	National Society of Black Engineers
		2024	Great Place to Work United States (second consecutive year)	Great Place to Work
		2024	All Stars Business Partner	Metropolitan Nashville Public Schools – Academies of Nashville
	Nissan Canada Inc.	2024	Great Place to Work Canada (sixth consecutive year)	Great Place to Work
		2024	Canada's Most Admired Corporate Cultures™	Waterstone Human Capital
		2024	Excellence Awardee for Diversity & Inclusion	Human Resources Director Canada
	Nissan Mexicana, S.A. De C. V., NR Finance Mexico	2025	Best Places to Work LGBTQ+ Mexico (Fifth consecutive year for NR Finance Mexico, fourth consecutive year for Nissan Mexicana, S.A. De C. V.)	Human Rights Campaign Equidad MX
		2024	Top Company for Women (third consecutive year)/Super Company (fourth consecutive year)	Top Companies – Expansion
	all Nissan South America countries, Argentina, Chile, Brazil and Peru	2024	Great Place to Work for Argentina, Chile, Brazil and Peru (third consecutive year)	Great Place to Work
		2024	Best place to Work LGBTQIAP+ (first year) for Nissan Argentina, Chile and Brazil	Human Rights Campaign
		2024	Racial Equality (second consecutive year) for Nissan Brazil	Instituto de Identidades do Brasil
		2024	Most inclusive companies for automotive (second consecutive year) for Nissan Brazil	Automotive Business
AMIEO Africa/Middle East/India/ Europe /Oceania	Nissan Motor (GB) Ltd.	2024	Outstanding Corporate Social Responsibility Award	Metro
		2024	Pride 365 Certified (fourth consecutive year)	InterPride (UK)
	Nissan Australia & New Zealand	2024	Great Place to Work	Great Place to Work
ASEAN	Nissan Philippines, Inc.	2024	Best Employer Brand 2024	Employer Brand Institute of India

\*1 Click here for more information on the main examples of external recognition of our diversity and inclusion initiatives to date. [>>> P159](#)