

Social data

Employee data

(FY)

		Unit	2021	2022	2023
Nissan Motor Co., Ltd.					
Number of employees		People	23,166	23,525	24,034
	Men	People	19,862	20,174	20,510
	Women		3,304	3,351	3,524
Average age		Age	41.9	41.7	41.2
	Men	Age	42.1	41.8	41.3
	Women		40.7	40.9	40.7
Average length of service		Years	17.0	16.4	15.0
	Men	Years	17.8	17.1	15.6
	Women		12.0	12.3	11.2
Number of new hires		People	986	1,527	1,765
	Men	People	860	1,316	1,465
	Women		126	211	300
Employee turnover rate*1		%	5.3	6.2	6.2
	Voluntary Resignation	%	2.6	2.7	2.4
Disabled employment ratio		%	2.5	2.5	2.5
Number of unionized employees*2		People	26,108	26,434	26,531
Average annual salary*3		Yen	8,110,304	8,509,353	8,771,496
Men and women employees average pay difference	All employees	%	81.1	81.9	82.5
	Regular employees	%	76.9	78.0	79.0
	Non-Regular employees	%	85.5	88.1	81.6

		Unit	2021	2022	2023
Ratio of employees subject to personnel evaluation		%	100	100	100
Days of paid holiday taken*5		Days	20.0	19.7	19.0
Taken paid holiday ratio*5		%	102	96	97
Average overtime *5		Hours/month	24.1	25.6	25.4
Number of employees taking childcare leave		People	430	373	412
	Men	People	122	246	302
	Women		308	127	110
Ratio of men employees taking childcare leave*6		%	20.6	42.3	51.4
Ratio of employees those who return from childcare leave		%	98.9	94.2	96.9
	Men	%	98.5	94.3	95.5
	Women		99.0	94.1	99.3
Number of employees taking nursing care leave		People	8	13	25
	Men	People	6	11	20
	Women		2	2	5
Number of Women managers		People	331	330	346
	Ratio	%	10.3	10.4	10.7
Of which, equivalent to GM		People	92	92	99
	Ratio	%	8.5	8.6	9.0
Non-Japanese indirect employee ratio		%	5.2	5.8	6.4
Non-Japanese manager ratio		%	5.7	5.8	6.2

		Unit	2021	2022	2023
Training sessions	Annual number of participants	People	395,448	519,905	514,187
	Total hours of training	Hours	328,783	392,294	358,597
	Average hours per employee	Hours	14.3	16.5	14.9
	Participant satisfaction (out of 5)	Score	Above 4.2	Above 4.2	Above 4.2
	Investment per employee	Yen	67,000	75,000	76,000

Corporate officers and Board of Directors

		Unit	FY2021	FY2022	As of July 1st, 2024
Non-Japanese executive ratio		%	46.7	46.7	40.0
Number of women corporate officers		People	2	3	5
	Ratio	%	3.9	5.8	9.6
Number of women Board of Directors		People	2	2	3
	Ratio	%	16.7	16.7	25.0
Of which, internal		People	0	0	0
	Ratio	%	0	0	0
Of which, external		People	2	2	3
	Ratio	%	28.6	28.6	37.5

*1 Employee turnover rate includes retirement.

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

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

*4 Ratio of the average pay of women employees to that of men employees, calculating the average pay by dividing the total amount paid, including salaries, allowances, and bonuses, by the number of employees. Although there is a gap in average pay per person due to differences in composition between men employees and women employees, such as the ratio of managers, there is no difference in treatment between men employees and women employees in the pay.

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

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

(FY)				
	Unit	2021	2022	2023
Global				
Consolidated number of employees*1	People	134,111 (15,743)	131,719 (15,397)	133,580 (16,549)
	Japan	People	60,145	60,423
	North America	People	36,969	37,745
	Europe	People	12,826	10,037
	Asia	People	18,367	17,649
	Other overseas regions	People	5,804	5,865
Number of new hires	People	-	8,067	6,969
	Japan*2	People	-	1,464
	North America	People	-	4,995
	Europe	People	-	638
	Asia	People	-	204
	Other overseas regions	People	-	766
Employee turnover rate*3	%	-	5.3	4.0
	Japan*2	%	-	2.6
	North America	%	-	6.9
	Europe	%	-	7.3
	Asia	%	-	3.9
	Other overseas regions	%	-	5.6
Ratio of women managers	%	14.9	15.5	15.9
Global employee survey *4 (engagement)	Score	67	69	71
	Response rate	%	88	90
Serious accident count (GUR)		39	44	22
Occupational accident frequency rate (FR1)		0.98	0.91	0.85

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

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

*3 These figures are calculated for only indirect employees

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

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

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

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

Trade union

Most of the company's employees are affiliated with the Nissan Motor Workers' Union, for which the governing body is the All Nissan and General Workers Unions, and the Japanese Trade Union Confederation (RENGO) through the Confederation of Japan Automobile Workers' Unions. The labor management relations of the company are stable, and the number of union members was 26,531 including those of Nissan Motor Kyushu as of March 31, 2024. At most domestic Group companies, employees are affiliated

with their respective trade unions on a company basis, and the governing body is the All Nissan and General Workers Unions. At foreign Group companies, employees' rights to select their own trade unions are respected according to the relevant labor laws and labor environment in each country. The percentage of countries with unionized operations (only countries with consolidated vehicle assembly plant) is 70% (7/10 countries).

Safety

Major external safety ratings (Based on 2023 assessments)

Regions	External Assessments	Models	Rating	Ratio
Japan	JNCAP*5Car Safety Performance 2023	Serena, X-Trail	5 ★ (Highest score)	2/2
U.S.	NCAP*6	Nissan LEAF, Nissan LEAF Plus, Murano, Altima, Maxima, Sentra, Versa, Rogue, Nissan ARIYA FWD, Pathfinder AWD, INFINITI QX50, QX60 AWD	5 ★ Overall Rating (2023 model year)	12/17
		TITAN (Crew Cab), Frontier(Crew Cab), Kicks, Armada, INFINITI QX80	4 ★ Overall Rating (2023 model year)	5/17
	IIHS*7	Pathfinder	2024 Top Safety Pick+	1/3
		Nissan ARIYA, INFINITI QX60	2024 Top Safety Pick	2/3
China	C-NCAP	Nissan ARIYA	5 ★	1/1
Taiwan	TNCAP	Kicks	5 ★	1/1

Diversity, equity and inclusion

External recognition*1

Region	Awarded company	Awarded year (in calendar year)	Title of the Award	Sponsor
Japan	Nissan Motor Co., Ltd	2023	Gold Award in PRIDE Index (seventh consecutive year)	Work with Pride
		2022	LinkedIn Talent Awards 2022 Diversity Champion category finalist	LinkedIn
		2017	Level-three Eruboshi accreditation	Kanagawa Labor Bureau, Ministry of Health, Labour and Welfare (MHLW)
		2017	Nadeshiko Brand (fifth consecutive year)	Ministry of Economy, Trade and Industry (METI) and Tokyo Stock Exchange (TSE)
		2015	Incentive prize, Empowerment Award	Japan Productivity Center
		2015	Platinum Kurumin Mark	Kanagawa Labor Bureau, MHLW
		2015	Prize for excellence, 15th Telework Promotion Awards	Japan Telework Association
		2015	Japan's Minister of State for Special Missions Prize, Advanced Corporation Awards for the Promotion of Women	Gender Equality Bureau, Cabinet Office
Americas	Nissan Americas	2024	All-Time Top Corporation	Women's Business Enterprises National Council (WBENC) (U.S.)
		2023	DEI Impact Award Runner-Up: Champion for Diverse Talent Award – Organization	Center for Automotive Diversity, Inclusion & Advancement (CADIA)
		2023	Regional Corporate OEM Of The Year (second consecutive year)	Southern Region Minority Supplier Development Council (SRMSDC)
	Nissan North America, Inc.	2023	Great Place to Work United States	Great Place to Work
		2023	Corporate Sponsor of the Year	100 Black Men of Jackson Chapter
		2023	Corporate Partner of the Year	Youth About Business
	Nissan Canada Inc.	2023	Great Place to Work Canada (fifth consecutive year)	Great Place to Work Canada
	Nissan Mexicana, S.A. De C. V., NR Finance Mexico	2023	Best Places to Work LGBTQ+ Mexico (Fourth consecutive year for NR Finance Mexico, third consecutive year for Nissan Mexicana, S.A. De C. V.)	Human Rights Campaign Equidad MX
		2023	Top Company for Women (second consecutive year)	Top Companies – Expansion
	all Nissan South America countries, Argentina, Chile, Brazil and Peru	2023	Great Place to Work Latin America (second consecutive year)	Great Place to Work
	Nissan Foundation	2023	Iris Award	United Way of Greater Nashville
	AMIEO Africa/Middle East/India/Europe /Oceania	Nissan Motor (GB) Ltd.	2023	Valuable 500 (second consecutive year)
2023			Pride 365 Certified (third consecutive year)	InterPride (UK)
2024			Top Employer 2023	Top Employers Institute
Renault Nissan Technology Business Centre India (RNTBCI)		2024	DiveHERsity Hiring Award (Top20 most innovative practices - Divehersity hiring)	HerKey
		2023	Top 100 Best Companies for Women in India (sixth consecutive year)	AVTAR Group & Seramont
		2023	100 Best – Hall of Fame (sixth time)	Best of Best Conference 2023 by Avtar and Seramont
Nissan Italy		2023	Great Place to Work	Great Place to Work
Nissan Middle East FZE		2023	Great Place to Work	Great Place to Work
China	Nissan China (NCIC)	2022	2022 Best employer	Human Resources Association for Chinese & Foreign Enterprises
		2023	2023 The Most Attractive Employer (Top 100) (second consecutive year)	Shixiseng.com (Local job board for intern & campus recruiting)
		2023	Best Digital Learning Program Innovation Award	CEIBS Online
		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	BOQAOO Award
ASEAN	Nissan Philippines, Inc.	2023	Employer Brand Award 2023	Employer Brand Institute of India
		2023	Best Employer 2024 (Top 7 in 2024 Phils Best Employers)	Philippine Daily Inquirer & Statista

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

Product safety and quality

Recalls in FY2023*1

Country/Region	Number of recalls	Recalled vehicles (1,000 units)
Japan	13	1,164
North America	22	1,546
Europe	10	507
Other	25	1,578
Global	48 *1	4,795

Contributing to local communities

Social contribution achievements in FY2023

Cumulative number of employees participating in global social contribution activities: Approximately 46,000

Cumulative number of beneficiaries from global social contribution activities: Over 1.2 million

Global social contributions: 2.46 billion yen

Social contributions include:

- Expenses for implementing philanthropic activities (excluding labor costs)
- Monetary donations and NPO membership fees for philanthropic purposes
- Cash equivalents of in-kind donations
- Sponsorship fees for philanthropic initiatives

Breakdown of FY2023 global social contributions

	Amount (¥ million)	% of total
Philanthropic activities	828	33.7
Monetary donations	1,166	47.5
In-kind donations (cash equivalent)	109	4.4
Sponsorships, etc.	354	14.4
Total	2,458	100

*1 Each recall action is counted as one case, so the total number of recalls in each country and region is not equal to the global number of recalls. We respond to all safety-related investigation requests from authorities in each country.