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Social Data

Employee Data

(FY)

		2019	2020	2021
Nissan Motor Co., Ltd.				
Number of employees		22,717	22,827	23,166
	Male	20,100	20,199	19,862
	Female	2,617	2,628	3,304
Average age (years)		41.4	41.6	41.9
	Male	41.8	42.0	42.1
	Female	38.3	38.5	40.7
Average length of service (years)		17.7	16.9	17
	Male	18.1	17.4	17.8
	Female	13.9	13.4	12
Employee turnover rate (%) ^{*1}		6.6	4.6	5.3
	Voluntary leave	3.1	2.4	2.6
Average annual salary (yen) ^{*2}		8,102,672	7,965,467	8,110,304
Disabled employment ratio (%)		2.22	2.33	2.50
Number of employees taking parental leave		379	413	430
	Male	44	96	122
	Female	335	317	308
Male employee parental leave acquisition rate (%) ^{*3}		7	24	20.6
Ratio of returnees from parental leave (%)		95.6	98.3	98.9
	Male	97.2	100	98.5
	Female	95.2	96.6	99.0
Number of employees taking nursing care leave		7	17	8
	Male	3	13	6
	Female	4	4	2
Days of paid holiday taken		19.5	17.5	20
Taken paid holiday ratio (%)		99	89	102
Average overtime hours/month		24.16	18.75	24.08
Number of unionized employees ^{*4}		26,316	26,503	26,108

		2019	2020	2021
Number of female managers		325	334	331
	Ratio (%)	10.1	10.4	10.3
- Female general and higher-level managers		80	92	92
	Ratio (%)	7.4	8.6	8.5
Number of female corporate officers		2	2	2
	Ratio (%)	4.1	3.9	3.9
Number of female board members		2	2	2
	Ratio (%)	16.7	16.7	16.7
- Female board members (internal)		0	0	0
	Ratio (%)	-	-	-
- Female board members (external)		2	2	2
	Ratio (%)	28.6	28.6	28.6
Number of new hires		1,479	828	986
	Male	1,296	715	860
	Female	183	113	126

^{*1} Employee turnover rate includes retirement.

^{*2} Average annual salary for employees includes bonuses and overtime pay.

^{*3} Ratio of male employees taking parental leave:

(Numerator) Number of male employees who take parental leave at least 1 day in the year.

(Denominator) Number of male employees whose spouses give birth in the year.

^{*4} 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.

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Consolidated Basis

(FY)

	2019	2020	2021
Consolidated			
Consolidated number of employees*	136,134 (22,761)	131,461 (16,092)	134,111 (15,743)
Japan	58,134	58,577	60,145
North America	36,148	35,120	36,969
Europe	14,824	13,891	12,826
Asia	21,023	18,745	18,367
Other countries	6,005	5,128	5,804

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

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 26,108 including those of Nissan Motor Kyushu as of March 31, 2022. 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. Countries with unionized operations (only countries with consolidated vehicle assembly plant) is 70% (7/10 countries).

Traffic Safety

Enhancements to Nissan's Safety Technology and External Ratings Received

Intelligent Emergency Braking* is available on nearly all vehicle categories sold in Japan, including EVs and commercial vehicles, and standard on all major models. In North America and Europe also, Intelligent Emergency Braking is available on key models.

Our vehicles have earned high safety ratings on many public and governmental tests held in various regions. In particular in Japan, from fiscal 2020 JNCAP (Japan New Car Assessment Program) commenced comprehensive assessments in its "Car Safety Performance" evaluations encompassing the three assessment areas of collision performance ratings, preventative safety performance ratings, and automatic accident emergency call devices. To receive the highest score of five stars, high scores must be achieved in each assessment area (automatic accident emergency call devices are a fitment requirement). Following on from the Nissan DAYZ in fiscal 2020, in "Car Safety Performance 2021" for fiscal 2021 the Nissan ROOX, Note/Note Aura, and Nissan Kicks received five stars, a testament to their overall safety performance. Furthermore, a certification system for advanced safety technology was launched by the Ministry of Land, Infrastructure, Transport and Tourism in fiscal 2018. In fiscal 2020, the scope of devices subject to this system was expanded, and by fiscal 2021 10 models and 29 types equipped with intelligent emergency braking and pedal misapplication prevention devices (Nissan DAYZ, Nissan ROOX, Note, Serena, Nissan LEAF, March, Clipper series, and Elgrand) had been approved.

*Automatic Emergency Braking in North America

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Major External Safety Ratings (Based on 2021 Assessments)

Regions	External Assessments	Models	Rating
Japan	JNCAP*1 Car Safety Performance 2021	Nissan ROOX	5★ (Highest score)
		Note/Note Aura	5★ (Highest score)
		Nissan Kicks	5★ (Highest score)
U.S.	NCAP*2	Nissan LEAF, Nissan LEAF Plus, Murano, Altima, Maxima, Sentra, Versa, INFINITI QX50	5★ Overall Rating (2022 model year)
		TITAN (Crew Cab), Rogue, Nissan Kicks	4★ Overall Rating (2022 model year)
	IIHS*3	Maxima, Altima, Rogue, Murano	2022 Top Safety Pick+
		Sentra	2022 Top Safety Pick
Europe	Euro NCAP	Qashqai	5★

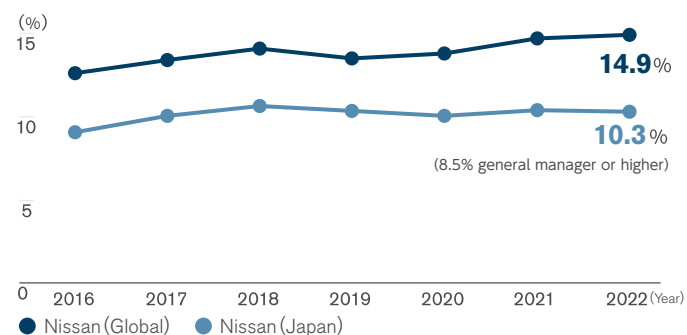
*1 JNCAP: Japan New Car Assessment Program. An automobile assessment program run by the Ministry of Land, Infrastructure, Transport and Tourism and the National Agency for Automotive Safety and Victims' Aid (NASVA)

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

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

Diversity and Inclusion

Ratio of Women in Management Positions



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Nissan's Awards for Diversity *

Year	Award	Sponsor
2022	Best Places to Work LGBTQ+ 2022 (For the third consecutive year)*1	Human Rights Campaign (Mexico)
2021	Gold Award in PRIDE Index (For the fifth consecutive year)	Work with Pride
2021	America's Top Corporations for Women's Business Enterprises (WBEs) *2	Women's Business Enterprises National Council (WBENC) (U.S.)
2021	Regional Automotive Corporation of the Year*2	Southern Region Minority Supplier Development Council. Inc. (U.S.)
2021	Top 100 Ideal Employer for Interns (For the sixth consecutive year)*3	The Canadian Universum Survey (Canada)
2021	Great Place to Work® (For the third consecutive year)*3	Great Place to Work® Institute (Canada)
2021	Pride 365 Certification*4	InterPride (UK)
2017	Perfect Score (100) in Corporate Equality Index (For the fifth consecutive year)*2	Human Rights Campaign (U.S.)
2017	Level-three Eruboshi accreditation	Kanagawa Labor Bureau, Ministry of Health, Labour and Welfare (MHLW)
2017	Nadeshiko Brand (For the 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
2014	DiversityInc Top 25 Noteworthy Companies for Diversity & Inclusion*2	DiversityInc (U.S.)
2013	Diversity Management Selection 100	METI
2013	Grand Prize, J-Win Diversity Awards	J-Win
2008	Catalyst Award	Catalyst Inc. (U.S.)

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

*1 Awarded to NR Finance Mexico.

*2 Awarded to Nissan North America, Inc. (NNA).

*3 Awarded to Nissan Canada, Inc. (NCI).

*4 Awarded to NISSAN MOTOR (GB)LIMITED (NMGB).



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Product Safety and Quality

Recalls in FY 2021*1

Country/Region	Number of Recalls	Recalled Vehicles (1,000 units)
Japan	11	504
North America	25	3,149
Europe	9	56
Other	20	381
Global	47*2	4,090

*1 Since they are source from internal data, these figures may differ from data published by government authorities.

*2 The total number of recalls is calculated by counting each recall measure as one case; therefore, the aggregate number of recalls by country/region does not sum to the global total.

Human Resource Development

Training Program Achievements at Nissan Motor Co., Ltd.

Performance Indicators for Training Programs	FY2019	FY2020	FY2021
Number of learners	330,784	304,225	395,448
Total hours of training	549,490	250,251	328,783
Hours per learner	24.3	11.1	14.3
Learner satisfaction (out of 5)	over 4.2	over 4.2	over 4.2
Investment per employee (¥)	83,000	64,000	67,000

The fiscal year labels in previous reports had been incorrect, and they have been fixed in this report.

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Contributing to Local Communities

Social Contribution Achievements in FY2021

Global social contributions (FY2021): ¥2.27 billion

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 FY2021 Global Social Contributions

	Philanthropic activities	Monetary donations	In-kind donations (cash equivalent)	Sponsorships, etc.	Total
Amount (¥ million)	739	1,112	230	191	2,272
% of total	32.5	49.0	10.1	8.4	100

	Disaster	Contribution in FY2020
	Donations for disaster relief	<p>Emergency aid to Henan Province (especially Zhengzhou area) to support their flood relief and recovery efforts (China)</p> <p>Nissan lights up communities affected by Typhoon Rai with the LEAF (Philippines)</p> <p>Support for flood victims in Sukhothai, Chaiyaphum and Lopburi provinces (Thailand)</p>

<Other Emergency Humanitarian Assistance>

Assistance for the humanitarian crisis in Ukraine: Donation of 1 million euros to non-profit organizations the Red Cross and Japan Platform.