

# CELEBRATING PROGRESS – POWERING THE FUTURE

**NISSAN**  
GROUP OF AMIEO

AMIEO Diversity, Equity & Inclusion  
Annual Report FY2024





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# Introduction: A Year of Progress

Our commitment to Diversity, Equity and Inclusion (DEI) continues to shape how we work, lead and grow across the Nissan AMIEO region. Over the past year, our teams in Africa, Middle East, India, Europe and Oceania have made significant strides in turning our deep DEI ambitions into tangible action and impact.

Guided by our DEI Manifesto [see page 4], the financial year 2024 (FY2024) was a period of meaningful and measurable progress. From bold local projects to region-wide programmes and initiatives, we have placed DEI at the very heart of our culture – not just in what we say, but in how we show up every day.

**We have placed DEI at the very heart of our culture – not just in what we say, but in how we show up every day.**

We recognise that the global DEI landscape is evolving, and that in some parts of the world, initiatives are being questioned or deprioritised. At Nissan, including here in AMIEO, we remain firmly committed to building a more inclusive, equitable and representative future. Our diversity is one of our greatest strengths, and we will continue to champion it as a driver of innovation, resilience and growth.

This report celebrates the people, projects and partnerships whose DEI efforts have made a real and lasting difference to the lives of our customers, colleagues and communities in the last year. Thanks to them, we have a strong foundation on which to build and are ambitious about how we can go further, faster in future. As we look at the road ahead, we do so with clarity, confidence, and purpose. Together, we will power a fairer, safer and more inclusive world for everyone.

**+140 markets are covered by Nissan AMIEO which in 2024 was home to...**



**7**

manufacturing  
plants



**2**

R&D centres



**19k +**

employees



**26**

vehicle models, including  
Infiniti, to match the diverse  
needs of our customers

# Our DEI Manifesto

At Nissan AMIEO, our power lies in the diversity of our workforce and the markets we serve, as we build and sell vehicles and technologies that drive us towards a cleaner, safer and more inclusive world.



## Our Vision

Nissan AMIEO is a welcoming, respectful, and safe space for everyone, at work and on the road, regardless of race, sexual orientation, gender identity, religion, disability, socio-economic status, biological makeup or other differences. Hiring and fostering diversity at all levels of the organisation enriches us all.

Our mission is for everyone to feel secure, embraced and supported in bringing their true, authentic selves to work. We believe that everyone in our organisation has a role to play in engendering our spirit of inclusion and in creating true equity, which enables inclusion through providing fair opportunities for everyone based on individual needs. We believe in inclusivity as a reflex. Inclusivity unlocks innovation.



## Our Promise

Together, we are building towards our 2030 ambition of establishing a truly inclusive, equitable and diverse brand, workforce, supply base and dealer network – a true representation of the diversity within our loyal customer base and the evolving fabric of society.

We are committed to transparent accountability of our DEI actions, and to educating, engaging and empowering the people who together make Nissan AMIEO strong, so that everyone is represented across all levels of our business.



# Introduction by Guillaume Cartier



// As we reflect on the past transformative year, we do so with profound pride in our people and unwavering confidence in the road ahead. The automotive industry continues to evolve at pace, and while the environment remains dynamic, our strength is rooted in the resilience, collaboration, and shared purpose of our teams across AMIEO.

At Nissan AMIEO, Diversity, Equity, and Inclusion is not parallel to our strategy – it is embedded within it. DEI guides how we lead, how we innovate, and how we support one another. Our DEI Manifesto captures this belief with clarity: when we create space for every voice to be heard and every individual to be seen, we unlock the full potential of our teams and the power of collective ambition.

Since the launch of our DEI Council in FY22, we have built strong and deliberate foundations across the region. FY24 marked an important moment in this journey – one of reflection, learning, and acceleration. This third edition of our annual DEI report captures that momentum. It reflects how far we've come, how deeply DEI is resonating across our organisation, and how it is setting the course for the way we work, lead, and grow together.

Among the many milestones, we proudly initiated DEI Maturity Assessments across six AMIEO countries, achieving a progressive level of maturity. This is more than a metric – it is a testament to the commitment of our people and the extent to which DEI is becoming part of our everyday culture. It shows that our teams not only understand the essence of equity and inclusion but are actively championing it.

As we continue to advance the Re:Nissan strategy, DEI remains a critical enabler. It empowers us to navigate complexity with agility, to foster trust across diverse teams, and to build an environment where every individual feels valued and equipped to contribute. In a time that demands transformation, DEI isn't just a value we uphold, it's essential to driving meaningful and lasting change.

Looking ahead, our DEI vision builds on the progress we've made and sets the stage for deeper integration of DEI into our culture and operations. It is a call to action for all of us – to lead with empathy, to act with intention, and to continue shaping a workplace that reflects the diversity of the world around us.

This report is not just a reflection of our achievements, it is a celebration of our shared journey. It reminds us that inclusion is not a destination, but a continuous commitment. And it reaffirms that our greatest strength lies in our diversity, our unity, and our belief in a better, more equitable future. //

## Guillaume Cartier

Chief Performance Officer  
and MC AMIEO Chairperson,  
Nissan Motor Corporation



# Introduction by Friederike Kienitz



Closing out FY24 gave me the opportunity to reflect on our progress in Diversity, Equity and Inclusion within our region. Over the past three years, DEI has evolved from an important conversation to a central part of how we operate and think about our future.

When I founded the AMIEO DEI Council in FY22 and took on the role as Chairperson, I knew it would be an opportunity to help shape our culture and drive meaningful change. What I didn't fully anticipate was just how much it would impact me on a personal level. This role has given me the chance to meet so many employees and partners – to hear their stories, learn about their experiences, and understand the challenges and opportunities they face every day. I feel deeply grateful for the trust so many of them have shown in sharing their perspectives so openly and honestly.

Back in FY22, our priority was to build strong foundations: to listen carefully, acknowledge where we were, and put in place the structures and commitments needed to create real and lasting change. The progress we've made since then, right across our region, is remarkable. Today, DEI is no longer just a standalone initiative – it is woven into our product design, our communications, and the way we think about our customers and communities. Seeing this shift has been one of the most rewarding aspects of this journey.

I want to recognise that this work hasn't always been easy. Change rarely is. It takes patience, persistence, and willingness to challenge old habits and assumptions. Across our business, I've seen leadership and teams lean in, ask difficult questions, and push to make things better – not just for themselves but for their colleagues, teams, and the broader communities we serve.

We should be proud of what we've achieved together. In FY22, we launched our DEI strategy with four pillars: Establish Accountability, Foster an Inclusive Culture & Workplace,

Governance, and Communicate & Celebrate. Since then, we've made measurable progress. Our Global Employee Survey score has improved by 3 points versus FY22, and we now have strong governance in place, with new members joining the DEI Council, 19 active local councils across the region, and 9 Employee Resource Groups. We've also introduced DEI-focused eLearning and implemented policies and practices designed to foster a more inclusive, respectful, and equitable environment – ensuring that DEI is not only understood but actively lived across our organisation. I am especially proud of our people and how keen they are to embed DEI into their daily operations. Since its inception in FY23, we received 45 submissions for the DEI Awards – a powerful reflection of the passion, creativity, and commitment that continues to drive this journey forward.

These achievements represent real progress, but we know there is more to do. As we look ahead to FY25 and beyond, we have an opportunity to build on this foundation and embed DEI even more deeply into who we are and how we operate.

Thank you, to the council and the teams across AMIEO, for your hard work, your honesty, and your commitment. The progress we've made together has been possible because of your dedication, your willingness to challenge and support one another, and your belief in what we can achieve together.

I am looking forward to what we will accomplish in the year ahead and beyond. Together, we can continue to build a more inclusive, equitable, and successful AMIEO.

## Friederike Kienitz

Senior Vice President, Sustainability,  
Corporate Affairs and Governance,  
Nissan AMIEO



# Our DEI Strategic Pillars

Our approach to DEI is anchored by key strategic pillars. Whether through targeted local projects or large-scale regional initiatives, these pillars are the bedrock of how we develop, deliver and measure our progress across AMIEO.



## Accountability & Governance

Embed DEI through visible leadership, transparent reporting and a sustainable framework that integrates inclusion across our region.

## Inclusive Workplace & Culture

Foster a culture where everyone feels they belong, through ongoing education, awareness and inclusive policies and practices that support our people every day.

## Communicate & Celebrate

Amplify voices, recognise achievements and build pride through events, activities, and campaigns that bring our DEI journey to life.





# Measuring Up

Building on the standards we have set ourselves in our last two AMIEO DEI Reports, this year's report underlines our belief in being measurable and transparent on our journey to becoming a truly diverse, equitable and inclusive business.

From launching inclusive language campaigns to supporting musical artists with disability while touring, this year's DEI moments have gone beyond celebration; they have created

space, sparked dialogue and challenged the status quo.

These initiatives, alongside the ongoing efforts of our DEI Council, reflect the deeper work underway to shift our culture. We still have a way to go, but for our people, partners, customers and communities, we will continue to make ourselves accountable for a future in which everyone can thrive.

## AMIEO DEI - Foundations FY22-FY24

Accountability	DEI Annual Report	Maturity Assessment	GES Score
	Published 2023 & 2024		
	81% Internal Satisfaction	100% Entities Completed Across 6 Markets Level 4 = Progressive	73 +3 vs FY22
Inclusive Workplace & Culture	Policies & Practices	Learning & Development	
	<ul style="list-style-type: none"> <li>Talent Acquisition - Policy updated</li> <li>Flexible Working - (Indirect &amp; direct)</li> <li>Family Care Policy - In development (for FY25 launch)</li> </ul>	Reverse mentoring - <b>3 Cohorts</b> launched  <b>eLearning &amp; Nissan Charge Programmes</b>	
Governance	Structure & Approach	Employee Resource Groups	
	AMIEO DEI Council		
	19 Local councils with annual action plans	<b>ERG toolkits</b> developed & rolled out 9 Active ERGs and 1 quarterly touchpoint	
Communicate & Celebrate	Events/Campaigns	Recognition	
	AMIEO DEI Council		
	46 Events/campaigns 95.3% satisfaction rate 5.5% LinkedIn engagement	DEI Award launched in FY23 45 Submissions	

Spotlight on...

# Accountability & Governance

// In a period where AMIEO continues to navigate complexity and transformation, DEI has proven to be a strategic enabler. It strengthens the way we analyse and respond to challenges while diverse teams bring broader perspectives, enabling us to better understand market dynamics, assess risks more holistically, and drive inclusive growth strategies.

Since the launch of our first DEI report in 2023, we have taken important steps to ensure that inclusion is not only a value we speak about but a standard to hold ourselves accountable to. This report has become more than a reflection of our progress; it has become a symbol of transparency, a platform for learning, and a tool for driving cultural and operational change.

As leaders, we understand that accountability and governance are essential to embedding DEI into the core of our business. It is not enough to set intentions – we must measure our impact, challenge ourselves to do better, and ensure that our structures support sustainable progress. This report plays a critical role in that mission. It allows us to track our evolution, celebrate the initiatives that are making a difference, and identify where we must go further.

We are not only building stronger business foundations, but also creating an environment where people feel more connected and engaged. This is reflected in our Global Employee Survey results, which show a 3-point increase in DEI sentiment since FY22 – a signal that progress in our culture is driving confidence among our people.



**Massimiliano Messina**

Vice Chairperson, and Senior Vice President, Chief Finance, Administration and Strategy, Nissan AMIEO

I am proud of the commitment shown across AMIEO to uphold these principles – not only in our policies and programmes, but in the way we lead, collaborate, and make decisions. As we continue to navigate in a complex and fast-changing environment, DEI remains a key pillar of our resilience and long-term success.

Together, through transparency, shared responsibility, and a clear sense of purpose, we are building a culture where every individual feels seen, valued, and empowered to contribute to the success of our region – towards a cleaner, safer and more inclusive world. //



## DEI Maturity Assessment

In FY2023, we shared the results of an independent DEI assessment of the AMIEO region conducted by global consulting firm, Korn Ferry. It identified areas of strength in our DEI practices as well as opportunities for us to do better.

Guided by these findings, FY2024 saw us go further and faster in embedding DEI in our operations and culture. But we also wanted to gain a deeper understanding of how effectively we are building a diverse, inclusive and equitable workplace across the region. We therefore commissioned a new, tailored DEI Maturity Assessment.

Led by global DEI Consultant Roy Gluckman in partnership with our AMIEO DEI Council leads from each market, the assessment used Global Diversity, Equity and Inclusion Benchmarks (GDEIB) to measure 275 benchmarks (statements) across the six entities listed below:

- **NMUK** – Nissan Motor Manufacturing UK
- **NTCE** – Nissan Technical Centre Europe
- **NMEG** – Nissan Motor Egypt
- **NMIPL** – Nissan Motor India Private Ltd
- **NMEF** – Nissan Middle East
- **NAE** – Nissan Automotive Europe

Encouragingly, the assessment reported an average score of **Level 4: Progressive** across the six entities, just below the highest rating of **Level 5: Best Practice**. High engagement and positive sentiment were reflected in themes like Celebration & Awareness, Respect & Trust, Leadership, Governance & Policy and Accountability.



An independent DEI maturity assessment reported an average score of **Level 4: Progressive** across six key entities of the AMIEO region, just one below the highest rating possible.

These findings underline the success with which our foundational DEI efforts, particularly leadership commitment and internal governance, are resonating across our workforce – and inspire us to do even more in future. While we are proud of these results, the assessment identified three areas of focus and improvement:

- **Improve employee experience** through inclusive learning and development, recruitment and onboarding.
- **Boost representation** via targets, retention and succession planning.
- **Strengthen external impact** through marketing, supplier development and communication.

These focus areas will be a fundamental part of DEI strategy as we move into FY2025 and beyond.

## AMIEO DEI Council

Chaired by Friederike Kienitz, Senior Vice President, Sustainability, Corporate Affairs and Governance, our AMIEO DEI Council was established in FY2022 to reflect the diverse voices of our workforce and ensure every market is working towards a shared regional vision while addressing local priorities, challenges and cultural nuances at the same time.

In FY2024, the number of Council members grew to 16, all of whom act as DEI leaders and champions across AMIEO. This includes working with local markets and functional teams to share best practice, coordinate cross-border initiatives and keep our DEI efforts connected, consistent and visible as we grow.





## Council Members FY24



**Friederike Kienitz**  
DEI Council  
Chairperson



**Katherine Zachary**  
DEI Council Co-Chair



**Thierry Sabbagh**  
Local Activation  
Champion



**Clare Balmer**  
Accountability  
Champion



**Jayakumar David**  
HR Policies /  
Programs / Practices  
Champion



**Rana Hesham**  
Awareness &  
Education Champion



**Najat Laadam**  
Partnerships  
Champion



**David Arnost**  
M&S Champion



**Ayanda Phadziri**  
Africa Subregion  
Champion



**Mayassa Ayoub**  
Middle East Subregion  
Champion



**Ravi Kumar**  
India Subregion  
Champion



**Aman Tripathi**  
Europe Subregion  
Champion



**Chris Steinman**  
Oceania Subregion  
Champion



**Nicola Stoker**  
Monozokuri  
Champion



**Sarah Dorey**  
R&D Champion



**Katherine Rymell**  
TCS Champion

## Supporting Functions



**Papia Samajdar**  
DEI Internal  
Communication



**Parul Bajaj**  
DEI Council  
Secretary



**Amy Jude**  
DEI Human  
Resources



**Georgia Shaw**  
DEI Human  
Resources



**Camille Zenier**  
DEI External  
Communication



// We know in the region that real progress in Diversity, Equity, and Inclusion starts with strong governance and accountability. We continue to publish our annual DEI reports to transparently share our achievements and challenges. We have completed further maturity assessments to guide our growth, and established a structured governance approach with 19 local councils across the region.

FY24 saw us roll out an Employee Resource Groups Toolkit to support inclusive communities and introduce clear governance touch points to embed accountability at every level. By integrating DEI goals into our business strategy and holding ourselves to measurable outcomes, we are turning commitment into meaningful, lasting change. //



**Clare Balmer**

Director – Governance,  
Sustainability, Ethics &  
Compliance, Nissan AMIEO



## Employee Resource Groups

Building on the progress made in FY2023 with the formation of our first Employee Resource Groups (ERGs), FY2024 saw us accelerate towards becoming a fully supported network. In September, we launched our first ERG Toolkit, equipping employees across AMIEO with the tools to establish and sustain meaningful ERGs. As a result, we ended the year with nine active ERGs representing a broad range of identities, interests and causes.

February 2025 also saw our inaugural ERG quarterly meeting, where group leads came together to share best practices and challenges. The discussion was dynamic and insightful, marking a new chapter of collaboration and collective impact across our growing ERG community. Crucially, it laid the foundation for deeper regional connections, shared learning and future growth.

### ERG Toolkit & Executive Sponsor Guide



## Reporting our progress

When we launched our FY2023 AMIEO DEI Annual Report in September 2024, it wasn't just about documenting achievements, it was about opening up the conversation. For the second year running, we made the report widely accessible across internal and external platforms, from our dedicated sustainability website, to LinkedIn, internal channels and our employee ambassador platform. This multichannel launch enabled our people, partners and communities to engage with the report in meaningful ways – whether through in-depth reading, quick video insights, or peer-to-peer sharing.

To bring the report to life, we hosted employee roundtables that brought together over 600 colleagues across two live sessions to discuss the report content, ask questions about our DEI progress, and share feedback directly with senior leaders. Positively, 81% of survey respondents said they were satisfied with the sessions, and 82% felt they had a clear understanding of Nissan's DEI vision.

To keep us accountable for our progress, the report will be updated and communicated every year, allowing our people, customers and partners to hold our actions to account and provide us with an ongoing roadmap for change.

# Accountability & Governance in Action



## Gen Z takes centre stage

In France, the team at Nissan Automotive Europe (NAE) launched a Defy Ordinary masterclass series to better understand and engage with Gen Z voices in the workforce. Hosted by Coralie Musy, Vice President Brand and Customer Experience, Nissan AMIEO, and a series of Gen Z panellists, the two sessions put young employees at the heart of conversations about AI, flexible working, career growth and intergenerational collaboration. More than 85% of the 240+ attendees rated the sessions as insightful. The series also inspired the creation of a Gen Z ERG to keep the dialogue going and further embed inclusion into our everyday culture.



## Belonging through networks

In the UK, the team put a fresh spin on the concept of networking with the launch of two new initiatives. First, its Disability Network helps raise awareness, challenge stigmas and foster a more inclusive environment for colleagues of all abilities. Meanwhile, the Sunderland Women's Network, launched in March 2024 as part of International Women's Day celebrations,

creates a supportive space for women across the business, fostering connection, visibility and dialogue around gender equity.

## Listening to learn

In Spain, Nissan Motor España S.A.U. (NMESA) conducted its first-ever DEI survey to better understand employee perspectives and inform future actions. With a 58% participation rate, the survey revealed moderate satisfaction with diversity, giving us a clear platform from which to improve. The results were shared in a company-wide session, creating a valuable moment to listen, reflect and refine NMESA's local DEI approach based on direct employee feedback.



## Embedding inclusion

Our Total Customer Satisfaction (TCS) function has continued to lead the way in creating a more inclusive and accountable DEI culture. 'Our TCS' strategy is rooted in feedback from the AMIEO Global Employee Survey and focuses on five key areas: Wellbeing; Inclusivity; Empowerment; Working Environment; and Trust & Efficiency. Meanwhile, the TCS Culture Committee captures real-time employee insights to identify local improvement opportunities across AMIEO. These insights are then used to inform clear action plans that strengthen leadership behaviours, boost enablement structures and promote inclusive workplace practices.



# Inclusive Workplace & Culture

// This past year, we've continued to build on our strong foundations, deepening our commitment to inclusion through practical and meaningful action. Whether it's expanding our list of accessible resources, growing participation in our mentoring programmes or strengthening local initiatives across the AMIEO region, we've seen real momentum in creating an environment where every voice counts. As we look to the future, we remain focused on creating lasting change by celebrating progress and championing equity at every level of our business. //



**Adrian Smart**

Vice President, Human Resources, Nissan AMIEO



**4** AMIEO-wide DEI webinars hosted



**1,100** participants



**86%** satisfaction score

## AMIEO DEI webinars

During FY2024, we hosted a series of dynamic DEI webinars aimed at tackling the most timely and relevant themes cited by employees across the region. These ranged from inclusive language and LGBTQ+ representation to neurodiversity and men's mental health. Each session received more than 300 participants and overall satisfaction scores were impressive, including a score of 97% for the LGBTQ+ Inclusion webinar in June. These sessions not only deepened knowledge but sparked important conversations, helping to embed inclusion into our everyday culture – both now and in the future.



### Replay - Special session on neurodiversity with Jess Meredith



## Pushing the boundaries in mentoring

Our PushFar platform makes it easy for employees to match and connect with mentors around the world to build their network, share advice and learn new skills. Having successfully piloted in the UK last year, it expanded across the entire AMIEO region in FY2025.

This region-wide roll-out of the platform has seen registrations from employees across all EVP levels, 9+ functions and 24 entities, helping accelerate career development for all.

## PushFar mentoring at a glance



1,525

employees  
registered



163

active mentoring  
relationships



13,782+

hours logged



687

goals completed

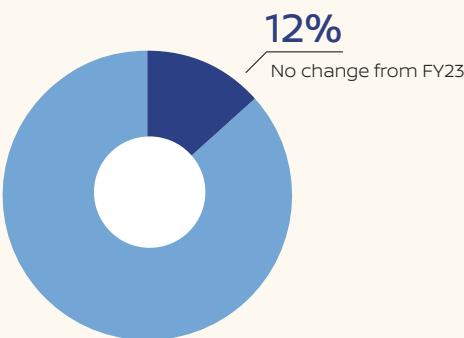


# Our Diverse Workforce at a Glance

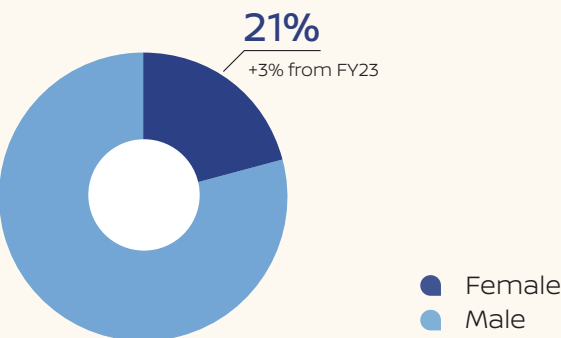
FY2024 saw a modest increase in female representation at senior levels, including a 1% rise at EVP levels 1 to 3 and EVP level 5. Regionally, India saw a 2% increase in representation at this same level, reflecting a shift toward greater geographic balance

and inclusion across our leadership structure. And across generations, millennials continue to make up the largest proportion of our workforce, now making up 71% of EVP levels 6 and below – a 16% increase year-on-year.

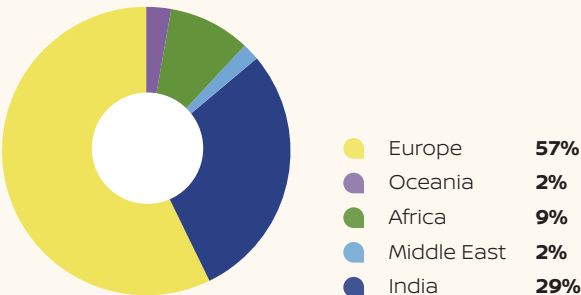
## Total AMIEO Gender



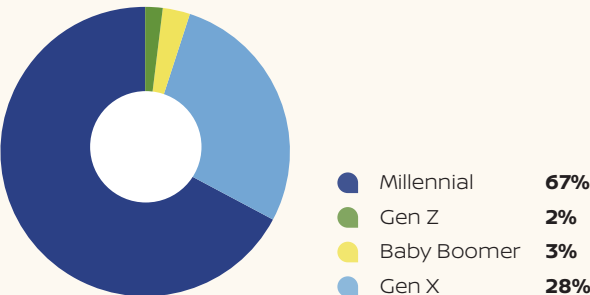
## Gender Based Promotion



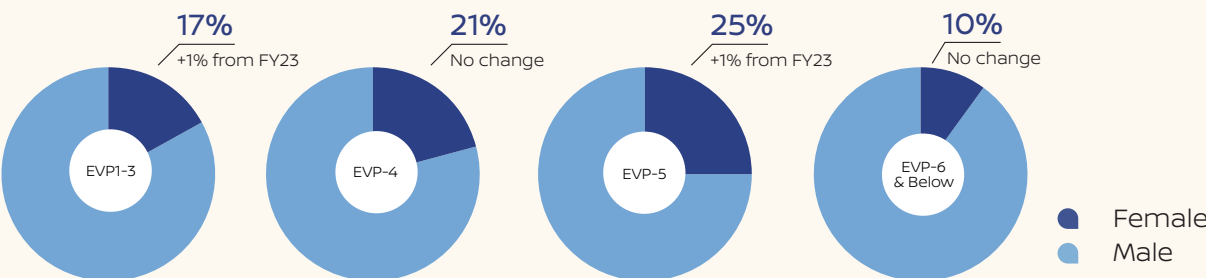
## Total AMIEO Location



## Total AMIEO Generation

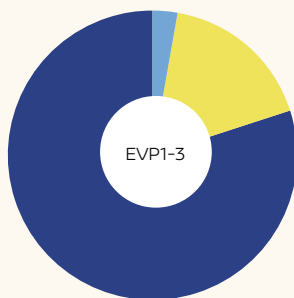


## EVP Level Gender

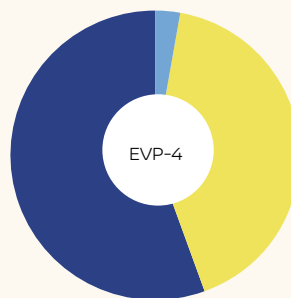


## EVP Level Generation

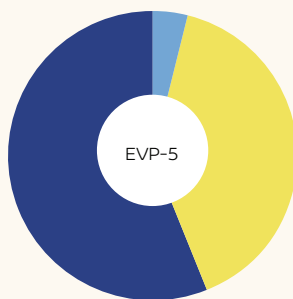
- Millennial
- Baby Boomer
- Gen X
- Gen Z



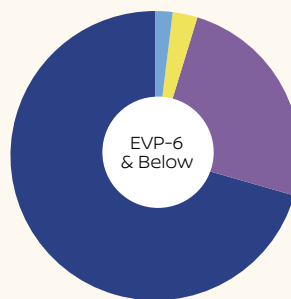
**Millennial**  
No change  
**Baby Boomer**  
-3%  
**Gen X**  
+3%



**Millennial**  
+2%  
**Baby Boomer**  
-2%  
**Gen X**  
No change



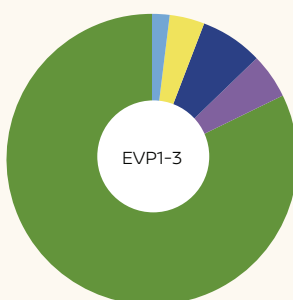
**Millennial**  
+2%  
**Baby Boomer**  
-1%  
**Gen X**  
-1%



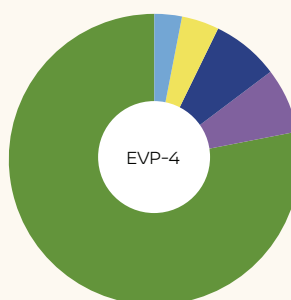
**Baby Boomer**  
No change  
**Gen X**  
+1%  
**Millennial**  
+16%  
**Gen Z**  
+1%

## EVP Level Location

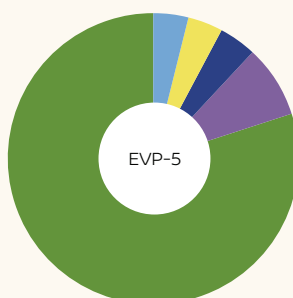
- Europe
- Oceania
- Africa
- Middle East
- India



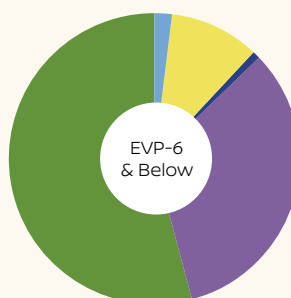
**Europe**  
+2%  
**Oceania**  
No change  
**Africa**  
+1%  
**Middle East**  
-2%  
**India**  
+1%



**Europe**  
-2%  
**Oceania**  
No change  
**Africa**  
+1%  
**Middle East**  
-1%  
**India**  
+2%



**Europe**  
+5%  
**Oceania**  
-1%  
**Africa**  
-1%  
**Middle East**  
-2%  
**India**  
-1%



**Europe**  
-2%  
**Oceania**  
No change  
**Africa**  
No change  
**Middle East**  
No change  
**India**  
+2%



Spotlight on...

# Nurturing diverse talent

Our people remain the beating heart of our business, including the next generation of talent who join us every year. In FY2023, we made some significant improvements in aligning our talent acquisition policy with our DEI commitments, and this work gathered pace in FY2024. We rolled out a pioneering flexible working policy at our Sunderland Plant – a first for our region. This pilot introduced Fixed Shift and Job Share options, enabling staff to better balance their professional and personal lives while maintaining operational performance.

A dedicated Retire and Return programme also welcomed experienced colleagues back into the workforce under new, supportive arrangements. These initiatives were born from direct employee feedback and reflect our commitment to listening, adapting and acting.

// In FY2024, we've continued to invest in our employees, giving them the tools and support to champion DEI in all entities across our AMIEO region. By empowering our people, we're not only driving performance, but we're shaping an inclusive culture where everyone can lead, contribute and thrive as we head into the future at Nissan. //



**Jayakumar David**

Director Talent Management and  
Learning & Development, Nissan AMIEO

# Inclusive Workplace & Culture in Action

## Championing gender equality in Italy

Nissan Italy's commitment to equity took a major step forward this year with the achievement of the UNI/PdR 125:2022 Gender Equality Certification – an official recognition of the company's efforts to support women's career growth, ensure pay equity and create a truly inclusive culture. Women now represent 33% of Nissan Italy's workforce, well above the national average of 22%, with seven women in managerial positions and three serving on the Management Committee.



Nissan Italia è certificata per la parità di genere



## Equipping women with road safety skills in South Africa

As part of Nissan South Africa's ongoing commitment to inclusion and empowerment, MSPO colleagues organised a hands-on road safety session tailored for female employees. The initiative focused on equipping women with essential emergency skills, including how to safely and effectively change a tyre. Beyond the technical training, the session fostered a supportive environment that encouraged open dialogue around road safety challenges and preparedness. This initiative not only enhanced practical knowledge but also reinforced our culture of allyship, where colleagues actively support one another's growth and confidence in everyday situations.



# 93%

the number of employees at our Sunderland Plant answering 'yes' to the question 'do you feel like you belong at Nissan?'

## Making DEI meaningful in the UK

At our Sunderland Plant, a team of 74 volunteers of all levels were empowered to deliver the plant's DEI awareness training. This saw more than 5,400+ employees undergo the training programme with an overall satisfaction score of 4.3 out of 5. Positively, the number of workers answering 'yes' to the question 'do you feel like you belong at Nissan' within the plant has grown from 81% last year to 93% this year.



## Strengthening inclusion across the Middle East

In FY2024, the Middle East team advanced its DEI journey through bold leadership development, cross-entity collaboration, and open dialogue.

In Saudi Arabia, a region-wide DEI training programme achieved a 95% participation rate, equipping leaders and employees with the tools to embed inclusive governance and strengthen accountability. Skip-level sessions were introduced, enabling senior leaders to connect directly with employees. These sessions fostered transparency and trust, with 90% of participants reporting improved communication and engagement. Several employee-led suggestions were implemented, leading to tangible workplace improvements.

To celebrate cultural identity and belonging, the team organised a Saudi National Day celebration, featuring traditional displays, speeches, and activities. The event fostered pride and unity while modelling inclusive communication and cultural appreciation across the region.

Meanwhile, our HR Team in Dubai partnered with the DEI Committee to launch InnovateMe Hub, a joint Employee Resource Group (ERG) dedicated to promoting diversity, empowering underrepresented groups, and encouraging innovation through campaigns, networking, and awareness-building.



## Everyday equity in Spain

In Spain, Nissan Motor España S.A.U. (NMESA) launched its first Inclusive Language Manual, a practical guide designed to promote respectful and equitable communication across teams. The manual highlights the importance of

inclusive language and serves as a catalyst for embedding inclusive thinking into daily culture. This was complemented by a thought-provoking leadership debate featuring senior voices from inside and outside Nissan, including Isabel Iturbe, President of the Association of Businesswomen and Executives of Bizkaia, CEO of Bilbao Basket Club. Isabel is a prominent advocate for inclusive leadership.



## Listening and leading in Egypt

In FY2024, NMEG deepened employee engagement around DEI through meaningful dialogue and collaborative action. Focus groups were held across departments to conduct a full SWOT analysis. This gave employees the opportunity to share their perspectives and help shape future DEI planning. These sessions built a stronger understanding of NMEG's current position and areas for growth.

In parallel, the team hosted interactive, people-focused town halls every two months. The December edition spotlighted DEI, using team-building games and real-time collaboration to explore key priorities in a dynamic, accessible way.

## A new era of inclusive manufacturing

To diversify its production workforce, Nissan India launched a pilot programme to bring more women onto the manufacturing shopfloor. In December 2024, 21 women apprentices were hired and deployed to the Trim & Chassis shop, marking a significant shift in representation. Notably, these women are now working across all three shifts, breaking from the previous norm of daytime-only roles. The initiative aims to scale up to 300 women apprentices by the end of 2025, setting a powerful precedent for future gender inclusion in manufacturing.



// In the last year, Nissan Technical Centre Europe (NTCE) in Cranfield has delivered meaningful progress - not only in the way we innovate, but in how we foster a culture that values every voice and perspective. Working in an environment where precision, creativity, and collaboration are paramount, embedding DEI into our daily operations is a strategic imperative.

Across NTCE Cranfield, we have taken intentional steps to ensure our environment reflects the diversity of thought and lived experience that fuels innovation. From reviewing internal policies to eliminating bias and promoting fairness, to delivering impactful training on topics such as unconscious bias, mental health awareness, and inclusive leadership, we are creating a workplace where everyone feels empowered to contribute. These efforts are reinforced by a growing network of Employee Resource Groups, and enhanced accessibility measures that ensure our spaces are welcoming to all. At the same time, our STEM outreach continues to expand, with 26 STEM ambassadors

actively engaging with young minds by meeting students at local schools, colleges and universities to attending national careers fairs.

What makes me most proud is the way our teams have embraced this journey - not as a set of initiatives, but as a mindset. DEI is becoming part of how we think, how we lead, and how we shape the future of mobility. I look forward to continuing this momentum together, as we build a more inclusive and impactful culture across AMIEO. //



**David Moss**

Senior Vice President for Research & Development, Nissan AMIEO





## Building stronger connections in R&D

In FY2024, our R&D function took a meaningful step towards building more connected and collaborative working relationships through DiSC training, a behavioural assessment tool that helps individuals better understand their working styles and how they receive and share information. Crucially, the team then turned these insights into impact. As a result of the DiSC training, many colleagues now proudly wear colour-coded badges on their lanyards, prompting open conversations about how they work best and how others can engage with them best. It is a small shift with a big impact, making everyday collaboration smoother, more empathetic and more effective for everyone.

## Inspiring the next generation of innovators

In February, our Cranfield-based Nissan Technical Centre Europe (NTCE) opened its doors to over 150 local students for a special “Driving Innovation” STEM experience, bringing the excitement of automotive engineering to life during National Apprenticeship Week.

Students got hands-on with real-world experiments: crashing eggs to understand safety design, testing aerodynamics with Air Zookas, and assembling 3D-printed

gearboxes. Alongside these interactive workshops, our R&D and Total Customer Satisfaction teams shared stories of how Nissan vehicles like the Qashqai, JUKE and LEAF are developed right here in the UK.



With support from Proactive Young People, the day offered more than a glimpse behind the scenes. It sparked curiosity, built confidence, and showed students how they could belong in the world of engineering and innovation. A Formula E car display and insights into the Nissan Possibilities Project added even more inspiration, especially for students from underrepresented communities.



Spotlight on...

# Communicate & Celebrate

// Last year, we proudly celebrated a multitude of unique DEI activities and events with our employees across this richly diverse region, with each event dedicated to causes, cultures, and communities that are important to us. From honouring our diverse cultural heritage of AMIEO to spotlighting the achievements and stories of women in our fields, and from raising awareness on the International Day of Persons with Disabilities to embracing every opportunity to learn from one another – these moments have been more than just celebrations. They have been powerful reminders of who we are and what we stand for.

At the heart of these efforts lies a simple but profound truth: diversity and inclusion thrive when we communicate openly and celebrate intentionally. Every story shared and every voice amplified brings Nissan closer to a culture where everyone feels seen, heard, and valued.

As we reflect on this year's journey, we are inspired by the energy, creativity, and commitment of our teams across the organisation. Together, we are not just building a more inclusive workplace – we are shaping a culture where belonging is a shared responsibility and a collective achievement.

Let's continue to celebrate, communicate, and elevate one another – because every step forward in DEI is a step forward for us all. //



**Katherine Zachary**

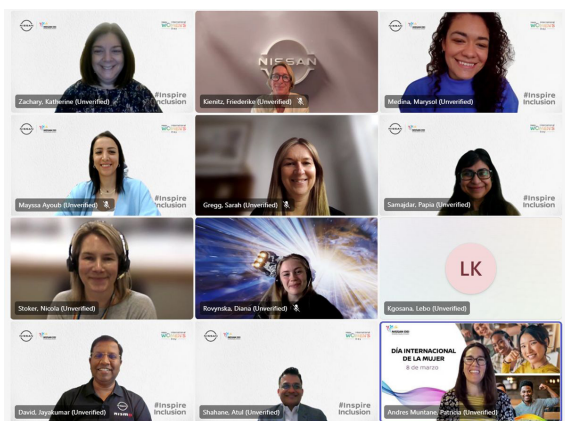
Vice President, Communications,  
Nissan AMIEO and Co-Chair,  
AMIEO DEI Council



# Communicate & Celebrate in Action

## Accelerating action on International Women's Day

International Women's Day (IWD) is a landmark event at Nissan AMIEO in which we pay tribute to women's achievements and reaffirm our efforts to create an empowered and equitable workforce across the region. To celebrate this day in FY2024, our local teams united across AMIEO to #AccelerateAction and champion gender equality. **This year's highlights included:**



## Speed mentoring with senior leaders

To support career growth and connection, we launched a speed mentoring event on International Women's Day, pairing employees with senior leaders across two fast-paced events. Each mentee had five minutes to seek advice from a senior leader, gaining insights and building connections in a structured but dynamic format – before rotating to a different leader.

This approach delivered real impact, offering broad exposure to leadership expertise, encouraging confidence and communication skills, and opening up cross-functional networking opportunities. It also proved highly flexible, with the potential to scale across topics and teams in the future. With a 97% satisfaction rate, speed mentoring will be developed into a recurring regional series in FY2025.

## Speed mentoring at a glance



9

mentors



28

mentees



5

minutes  
per session



97%

satisfaction rate

## Spotlighting regional leads

Through ElectricDrive's Top Women in EV campaign, we spotlighted regional leaders including Katherine Zachary, Vice President, Communications, and Clíodhna Lyons, Vice President, Product and Service Strategy and Planning, Nissan & INFINITI AMIEO, with four more women finalists recognised for excellence in engineering, logistics and innovation. A virtual event led by Mayra González, Divisional Vice President, Marketing & Sales at Nissan Europe, gained over 1,200 views from 15+ countries, amplifying a shared message of inclusion and empowerment.



## Driving change in Germany

At Nissan Germany, employees, industry leaders and students came together to discuss topics around women in the automotive industry, explore hybrid, e-POWER and EV technologies, and take part in test drives – sparking meaningful conversations on the future of mobility.



members, helping them better understand potential disabilities, navigate social and legal support systems, and access appropriate resources. Reflecting Nissan's commitment to inclusivity, the initiative aims to normalise and make disabilities visible, empower individuals, and raise awareness around equity and support.



## Leading with purpose in Oceania

Australia Lifestyle Ambassador Jo Stanley and New Zealand Country Manager Jenni Martin inspired colleagues by sharing the challenges faced by women leaders and offering guidance through their personal experiences. In the spirit of IWD's theme to Accelerate Action, their stories sparked reflection and motivated employees to make personal pledges for meaningful change in their careers and communities.



## A champion's perspective in the UK

Former England Lioness and Manchester City Ambassador, Steph Houghton, visited our manufacturing plant in Sunderland, sharing insights on leadership and resilience before taking a tour of the Qashqai and JUKE production facilities.



## Making invisible disabilities visible in Spain

At NMISA in Spain, a strategic initiative named IGUALES was launched in collaboration with the Eurofirms Foundation to support employees and their families in identifying and managing disabilities – particularly those that are invisible or non-apparent. This confidential six-month programme provided personalised consultations to 25 employees and 33 family

## Helping young women blossom in India

In India, we partnered with non-governmental organisation, Blossom, to empower young women with the knowledge and confidence to pursue a career at Nissan. This included an immersive visit to the Nissan offices where they met employees, explored different functions and experienced corporate work culture first-hand. The initiative was recognised with a DEI Award from the AMIEO Region.

# Skills Foundation: A Decade of STEM Impact... and Counting!

## Nissan Skills Foundation at a glance



13

STEM courses



100k+

children to-date get  
hands-on learning



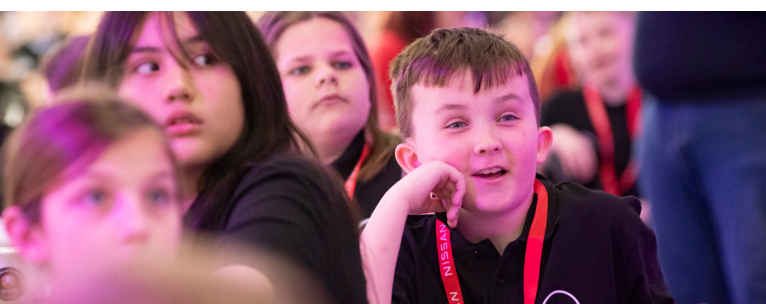
16k

students annually



65%+

female participants



This year marked a major milestone for the Nissan Skills Foundation, as it celebrated 10 years of inspiring young minds through hands-on learning in Science, Engineering, Technology and Mathematics (STEM). Originally launched in 2015 by King Charles (then Prince of Wales) as a single workshop for **1,000 students**, the programme has since grown to offer **13 different STEM** courses for more than **100,000 children** – over **65% of them female**.

To celebrate, more than 200 pupils were invited to our Sunderland Plant for a one-of-a-kind challenge: build 300 LEGO Nissan Qashqais totalling over 61,000 LEGO bricks, in perfect manufacturing sequence, just like on the real production line a few feet away.

Looking ahead, the Skills Foundation will double its reach to 16,000 students annually as part of the MADE NE initiative – a £14.6 million regional programme to accelerate training in electrification, automation and digital manufacturing. A new classroom at the Skills Academy for Sustainable Manufacturing and Innovation (SASMI) building will support this growth, further strengthening the pipeline of future talent for Nissan and the broader EV36Zero ecosystem.



## The inclusive power of storytelling

To mark International Day for Persons with Disabilities, we hosted a powerful virtual conversation with Paralympian Richard Whitehead MBE and disability advocate Anna Nicholson, moderated by Katherine Zachary, Vice President, Communications and Co-Chair of the AMIEO DEI Council. Held on December 3rd, the session welcomed over 200 attendees and featured personal reflections and insights on the experience of living with a disability, as well as the importance of creating inclusive environments.

The UK team unveiled the Dare to Defy documentary series on Prime Video, a landmark storytelling project as part of the Nissan Possibilities Project. The series follows Richard Whitehead and Adele Roberts as they explore inclusivity in sport across motorsport, football and mass participation running, culminating in a fully accessible event at London's Olympic Park.

The three-part documentary highlights real stories, challenges stereotypes and highlights the impact of inclusive design and community collaboration. From specially adapted Formula E race cars to interviews with LGBTQ+ athletes and disability advocates, Dare to Defy delivers a bold message: everyone deserves the chance to participate and belong.



## Defying limits for Richard Whitehead's record-breaking run

At the 2024 Bank of America Chicago Marathon, Nissan Ambassador and double Paralympic gold medallist Richard Whitehead MBE shattered his own world record, finishing in an awe-inspiring 2h 41m 36s. It was the latest in a long line of Richard's incredible achievements – and a landmark moment for inclusive innovation and design.



**Richard Whitehead**

MBE

// It's great to see Nissan continually looking for ways to make its vehicles work better for the disability community. //

To support Richard's ambitious training goals, engineers from Nissan Technical Centre Europe collaborated with Luzzo Bespoke Ltd. and Össur, provider of Richard's carbon-fibre running prosthetics and prosthetic walking legs. Together, they transformed his Nissan ARIYA into a one-of-a-kind, 100% electric marathon training support vehicle. From a custom rear module to store prosthetics and gear – complete with a swing-out seat and coffee machine – to magnetic seat chargers for his walking prosthetics, every feature was designed for real-world practicality.

As Richard said after his record-breaking run: "When you're going for a record, it's all about marginal gains and the new adaptations undoubtedly helped me get a little more out of every training session. It's great to see Nissan continually looking for ways to make its vehicles work better for the disability community."



# Boosting Communicate & Celebrate



## Connecting diverse cultures

For World Day for Cultural Diversity for Dialogue and Development in May, we took the opportunity to celebrate and embrace the rich array of cultures and traditions that make our world and Nissan so vibrant. Through an interactive Culture Quiz, we encouraged self-reflection on our knowledge of famous cultural elements from around the globe. With such a diverse range of cultures and nationalities across AMIEO, we also emphasise the importance of marking cultural moments like Diwali, Ramadan and Christmas through leadership messages led by our Chairperson, Guillaume Cartier.

## Enhanced by engineering

Whether in our plants, technical centres or offices across AMIEO, our colleagues play an essential role in the day-to-day running of our operations. Aligned with this year's International Women in Engineering Day theme, Enhanced by Engineering, we displayed the remarkable work of impressive and inspiring women within our team from across AMIEO.

## The 'Daring Africa' expedition

One of the year's standout initiatives, Daring Africa, brought Nissan's heritage, resilience and pan-African pride to the forefront. A convoy of Nissan Navara and X-Trail vehicles journeyed over 8,000 kilometres from South Africa to Egypt, traversing through eight African

countries, including Zimbabwe, Zambia, Kenya, Tanzania, Mozambique, Malawi, and connecting the continent to tell a story of strength and innovation. Key highlights included:

- Five local press conferences across South Africa, Mozambique, Zimbabwe, Kenya and Egypt reached 80+ journalists
- 13 dealership activations in 7 countries
- 3,000 employees engaged via internal channels, with six winners selected to join the expedition
- Over 56 million people reached across social and media platforms, with 100% positive sentiment



The final stop in Egypt served as both a celebration of Nissan's 60-year legacy on the continent and a bold market entry moment for the Navara, tailored for Egypt's diverse customer needs.



// At Nissan AMIEO, diversity is not only a reflection of the markets we serve – it is a cornerstone of our commercial strength. Spanning over 140 countries across Africa, Middle East, India, Europe, and Oceania, our region is one of the most culturally and demographically diverse in the world. This richness is mirrored in our customer base, and it demands that we lead with empathy, agility, and inclusion.

Our product lineup – ranging from cutting-edge electric vehicles and advanced e-POWER technologies to rugged SUVs and refined sedans – has been thoughtfully designed to meet the distinct needs and aspirations of our customers. But it's the diversity within our own teams that truly powers our ability to connect. By bringing together individuals from different backgrounds, cultures, and perspectives, we ensure that our strategies, campaigns, and innovations are as inclusive and dynamic as the people we serve.

Embedding DEI into our Sales & Marketing approach is not just the right thing to do – it's a business imperative. It enables us to better understand our customers, anticipate their needs, and deliver experiences that resonate across borders. As we continue to grow, we remain committed to fostering a culture where every voice is heard, every idea is valued, and every customer feels seen. //



**Leon Dorssers**

Senior Vice President,  
Chief of Commercial Operations,  
Nissan AMIEO





## Giving back in France

In France, DEI took centre stage through a blend of community action and health advocacy. For the seventh year running, Nissan France partnered with Secours Populaire for the Les Pères Noël Verts (Green Santas) initiative, transforming electric vehicles into mobile donation hubs. With around 50 employees volunteering, the campaign collected toys and donations for underprivileged children, reinforcing a spirit of social inclusion and generosity during the holiday season.



## Inclusion on and off the stage in Australia and New Zealand

In a standout display of inclusive storytelling, Nissan Australia & New Zealand supported trailblazing artist Emmanuel Kelly, one of the first artists with disability to join a global stadium tour, as he opened for Coldplay during their Music of the Spheres shows across

Melbourne, Sydney, and Auckland. To support his historic performances and the filming of his documentary Dream Fever, Nissan provided X-TRAIL SUVs for seamless, accessible transport between venues and film sets.

## Games day in the Middle East

In response to employee feedback from the Global Employee Survey, Nissan Middle East (NMEF) hosted Nissan Games Day – a dynamic event designed to move DEI beyond hiring, and toward meaningful integration and belonging.

Colleagues from diverse teams and backgrounds came together to tackle collaborative challenges and enjoy team-building games. The day wasn't just about fun – it was a live expression of the Nissan Leadership Way, encouraging colleagues to lead with both head and heart.







## Celebrating culture through cuisine

When 62 nationalities come together, something special happens. In December, the team at Nissan Automotive Europe (NAE) hosted an International Lunch, turning the workplace into a vibrant celebration of culture, connection, and community.

Colleagues brought traditional dishes from their home countries, wore iconic attire, and shared stories behind the meals – transforming lunch into a global experience. With music, laughter, and plenty of full plates, the event captured the spirit of inclusion that defines our multicultural workforce.

To mark the occasion, employees reflected on what diversity means to them, and how it fuels innovation, empathy, and a sense of belonging at Nissan. A short video was created to showcase the event and the voices behind it, offering a joyful glimpse into the power of togetherness.



## Building belonging in Turkey

Our team in Turkey launched a new internal “DEI Talks” series, featuring journalist and psychologist Balçıçek İter, who shared personal insights on inclusion and societal change with employees at Nissan Otomotiv A.Ş. (NOAS). During Breast Cancer Awareness Month, female employees received early diagnosis training from a leading professor, while pink-themed treats were shared across the office to spark wider awareness.

Additionally, the DEI Handbook was introduced to all employees through multiple, interactive sessions, reinforcing Nissan Turkey’s inclusive vision and the DEI Manifesto.



# Awards & Recognition

// Receiving the Allyship Award at the Women Automotive Awards 2024 was a deeply meaningful moment – not just for me personally, but for our entire team across AMIEO. It reflects the collective commitment we have made to embed inclusion into the way we lead, collaborate, and grow as an organisation. This recognition underscores how our values resonate beyond our walls and affirms the impact of our efforts in fostering a culture of allyship and belonging.

In parallel, we have also seen inspiring progress within Nissan through the DEI Nissan Way Awards. Launched in FY23, the initiative has been a catalyst for even more engagement. We have received 45 submissions so far – each one a testament to the creativity, ownership, and passion our people bring to this journey. These awards are not simply accolades; they are reflections of a culture that values equity, celebrates difference, and holds itself accountable to continuous progress.

I am proud of what we have achieved, and even more excited about what lies ahead. Together, we will continue to push boundaries and build a workplace where every individual feels empowered to thrive. //



**Alan Johnson**

Senior Vice President,  
Region Manufacturing,  
Supply Chain & Purchasing,  
Nissan AMIEO



# Nissan Way DEI Awards

Now in its second year, the Nissan Way DEI Awards continue to shine a light on the people and teams going the extra mile to create a culture of equity and inclusion within our business. These are AMIEO-wide awards, celebrating best practices and inspiring action across our entire region.

## This year's winners were:

### Driving diversity & inclusion at NMIPL Aftersales Warehouse

The Aftersales Warehouse Team at NMIPL (Nissan Motor India Private Ltd) recognised a clear opportunity to challenge the status quo and improve gender diversity in their operations. With women associates making up just 5% of the workforce, the team took decisive steps to create a more inclusive and supportive work environment. A series of DEI (Diversity, Equity & Inclusion) initiatives were launched, focusing on:

- Enhanced workplace **safety** and **hygiene** standards
- Comprehensive **POSH (Prevention of Sexual Harassment)** training
- Introduction of **female supervisors and security staff** for the first time

These actions created a more welcoming and empowering space for women associates, resulting in a remarkable increase in female workforce representation — rising from **5% to 16%**. A strong step forward in making our workplaces reflect the values we stand for.

### A new generation of female talent

Another standout initiative at NMIPL helped expand opportunities beyond the workplace. In partnership with the White Lotus Trust, which provides bus services for students in remote villages, the team invited 44 young female scholars from rural villages to Nissan's Head Office, giving them a first-hand look at corporate life and access to inspiring stories from female leaders.

Through thoughtful storytelling and real-world connection, the visit helped these girls envision a future for themselves in professional settings. It also supports our business goal of building a stronger pipeline of female talent.

# Honouring Progress

Recognition of our achievements reminds us that meaningful DEI work doesn't just happen in policies or plans, but in the everyday actions of our people across AMIEO.

In FY2024, we used our own internal awards programme, the Nissan Way DEI Awards, to honour individuals and teams who are driving change at a local and region-wide level. We were also proud to be recognised by a variety of respected external organisations for our DEI transformation and progress.

// Nissan's commitment to DEI goes far beyond the workplace — it's about creating real impact in society.

It was truly rewarding to welcome 44 young female scholars to the NMIPL Head Office, offering them a real-world glimpse into corporate life and inspiring them to chase their dreams fearlessly.

Being recognized with the AMIEO Nissan Way Award for this effort is both humbling and memorable — a testament to what we can achieve when purpose meets action. //

## Pallavi Dhingra Kharbanda

Deputy General  
Manager  
Human Resources,  
Winner of AMIEO  
Nissan Way  
Award 2024



// At Nissan Motor India, we believe that Diversity, Equity, and Inclusion (DEI) are not just values — they are key drivers of business success.

In our Aftersales Warehouse, a dedicated focus on DEI helped us increase women representation from 5% to 16%, creating a more diverse, inclusive, and empowered workplace.

As the Head of Aftersales Warehouse, I feel truly privileged that our team's commitment and efforts were recognised at the AMIEO level through the AMIEO Nissan Way Awards. //

## Surendra Mahindrakar

General Manager  
Aftersales  
Warehouse-NMIPL,  
Winner of AMIEO  
Nissan Way  
Award 2024





# Global Recognition

In FY2025, our DEI progress continued to gain recognition from respected external organisations and awards bodies. These accolades, both for our business and for our people, reaffirm the important role Nissan AMIEO is playing in driving positive transformation across our industry and society as a whole.

**Our external award highlights during FY2024 were:**

## Friederike Kienitz among Top 25 Women in Automotive

Friederike Kienitz, Senior Vice President, Sustainability, Corporate Affairs and Governance, Nissan AMIEO, was named by Automobilwoche as one of the Top 25 Women in Automotive. The award highlighted Friederike's impressive contribution to diverse leadership, female advocacy and sustainability, describing her as "a beacon of progressive change".

## Alan Johnson wins Allyship award

Alan Johnson, Senior Vice President, Region Manufacturing, Supply Chain & Purchasing, Nissan AMIEO was awarded the Allyship Award at the Women Automotive Awards 2024. This prestigious award recognised Alan's dedication to Nissan's DEI engagement initiatives in the region, as well as his drive to support women in the workplace.

## Four finalists in Top Women in EV awards

Four Nissan employees were recognised as finalists in the ElectricDrives Top Women in EV Awards across engineering, logistics, customer experience, and innovation. The four finalists were:

- **Nicola Stoker**, European Parts Logistics Director, Nissan Manufacturing UK
- **Larissa Da Silva**, Infotainment & Connected Services Validation Lead, Nissan Technical Centre Europe
- **Kgaugelo Mogano**, Process Engineering Manager, Nissan Africa
- **Jana Bujalkova**, Model Engineer, TCS Field Quality Improvement, Nissan Technical Centre Europe

## Autocar's Great Women

An impressive nine women from Nissan were named in the Top 100 Most Influential Women list announced by Autocar Great Women for their 2024 awards:

- **Emma Deutsch**, Director of Customer Orientated Engineering, Test Operations and DP office at Nissan Technical Centre Europe
- **Carol Jeffrie**, Regional Director, Indirect Purchasing (AMIEO region)
- **Helen Perry**, Transformation Director, M&S, Nissan AMIEO
- **Diana Torres**, Managing Director, Nissan GB
- **Fiona Mackay**, Marketing Director, Nissan GB
- **Claire Curtis**, Production Control Director, Nissan Manufacturing UK
- **Jennifer Sarah Bolton**, Production Director, Nissan Manufacturing UK
- **Nicola Stoker**, European Parts Logistics Director, Nissan Manufacturing UK
- **Marion Berlier**, General Manager, Global Talent Management (Yokohama)

## Autocar's Drivers of Change

Drivers of Change sets out to spotlight the automotive industry as a place where people from all backgrounds can build thriving, fulfilling careers – and to promote it as an inclusive, exciting industry to work in.

The following Nissan employees were recognised at the Autocar Drivers of Change awards:

- **Leonie Tapley**, Partnership and Events Manager, Nissan Motor GB
- **Suzie McCollum**, Brand and Influencer Communications Manager, NTCE
- **David Arnost**, former EV Product Specialist at Nissan Motor GB
- **Stephen Brindle**, Senior Engineer, Materials Design, NTCE
- **Ryan Gains**, AMIEO Regional Director of Purchasing, NTCE
- **Gabriel Mohedano**, Acting Director, NTCE

## Making a difference in CSR

We received an Outstanding Social Responsibility Award at the 2025 Metro Pride Awards for our exceptional efforts in supporting the LGBTQ+ community. The award recognised that “Nissan has consistently demonstrated a remarkable commitment to DEI”, citing our Dare to Defy TV docuseries and our Possibilities Project.

The latter promotes inclusivity, equality, and opportunity through a variety of internal and external initiatives, including: being a founding partner of Rainbow Row at the TCS London Marathon; creating LGBTQ+ themed Cheerzones at Great Run Series events; and teaming up with Manchester City FC's charitable foundation, CiTC, to provide safe football spaces for the LGBTQ+ community in the Manchester area.

## Award-winning alumnus

Clíodhna Lyons, Vice President, Product and Service Strategy and Planning, Nissan & INFINITI AMIEO, was honoured in the University College Dublin Alumni Awards.

## Great places to work

Nissan Australia, New Zealand, and Nissan Digital India LLP were all certified as Great Places to Work.



Driving real, meaningful change takes passion, courage, and action – qualities our colleagues have shown time and again. Accelerating Nissan's Possibilities Project, setting up wellbeing initiatives, championing DEI and mentoring the next generation – their impact is shaping the future of our industry. //

Friederike Kienitz.



# Driving Into the Future

At Nissan AMIEO, we have undoubtedly come a long way in building a diverse, equitable and inclusive workplace. In just three years, we have built a regional DEI council, launched a wide range of ERGs, strengthened our leadership commitments and developed materials and tools to foster a greater sense of belonging across our diverse workforce. Our growing list of awards is also testament to how this transformation is being recognised and celebrated – both inside and outside our business.

Most importantly of all, these DEI efforts are just the beginning – the groundwork for meaningful, measurable and lasting change. This is an ongoing journey and we remain both energised by and committed to moving forward with purpose, progress and care in future.

**In FY2025, we'll focus on three strategic imperatives:**



## **Accelerate**

We'll unlock change where it's most needed, by launching new leadership development programmes that empower emerging talent, particularly women and underrepresented groups, to thrive and lead. Our investment will focus on the parts of the business that need the biggest push.



## **Elevate**

We'll grow our employee networks and create new spaces for collaboration, dialogue, and mentorship, helping people at all levels feel they belong and can contribute meaningfully to our shared future. Inclusive SPRINTs will ensure diverse voices help shape our innovation efforts from the start.



## **Represent**

We'll reflect the full diversity of our people and values in the way we show up – inside and out. That means evolving our marketing and communications to be more inclusive, and embedding DEI principles into everything from brand storytelling to internal culture.

Ultimately, our long-term ambition is to foster a culture where every Nissan employee feels a deep sense of belonging, and where the full spectrum of our diversity is recognised and leveraged as a strategic advantage.

This vision is what we are intentionally building toward – with purpose, pace, and people at the core of every step – and we take pride in the progress we continue to make on this journey.





**NISSAN**  
GROUP OF AMIEO

**CELEBRATING PROGRESS –  
POWERING THE FUTURE**

AMIEO Diversity, Equity & Inclusion  
Annual Report FY2024