



# AMIEO Diversity, Equity & Inclusion Annual Report FY2022



**NISSAN**  
GROUP OF AMIEO



# INTRODUCTION

## Fostering a safe space for everyone



140  
Countries



3.5 billion  
People



9  
Time Zones

Diversity celebrates what makes us different. It harnesses the collective power of culture, race, age, gender and other differences to create a collaborative, respectful and safe working environment for all. It drives business forward by unlocking innovation and creativity, exploring new perspectives, and tapping into shared knowledge and skills.

Nissan's Africa, Middle East, India, Europe and Oceania region (AMIEO) is home to 3.5 billion people spanning 140 countries across three continents and nine time zones. More than 36,000 kilometres across both hemispheres, the AMIEO region covers nearly all geographical terrains - from deserts to wetlands, mountains to coastal cities. Similarly, our customers and their needs are also very diverse.

This incredible diversity, unparalleled in the Nissan world, is mirrored in our own regional team of 19,000 dedicated people representing 108 different countries, speaking 55 languages across all working age groups.

Diversity brings challenges. Our customers' mobility needs range from the streets of Dubai and Delhi to the Australian Outback and South African Transvaal - but it also brings great strength, opportunity and potential.

At Nissan AMIEO we are on a journey to unlock that potential by making it our stated goal to create a fully inclusive and equitable organisation across all facets of business. A friendly, welcoming and safe space for all.



  
**19,000**  
Employees

We have a way to go to realise that aim, but in fiscal year 2022 (FY2022) we laid solid foundations for a truly inclusive workplace by establishing AMIEO Diversity, Equity and Inclusion Council (AMIEO DEI Council) - a group of volunteers with the passion to guide, disrupt and implement real change from the inside out.

**5**   
Sub-regions

Only a year old, the regional and local DEI Council network is already well established and robust, instigating and guiding real organisational change. This work is supported strongly and encouraged by senior AMIEO leadership, which is as committed to our DEI journey as the councils themselves. Later in this report there are personal messages from our regional Chairperson, as well as Chair of the regional DEI Council and other functional Senior Vice Presidents underlining the engagement and will to act from the top of the organisation.

**55**   
Languages

Another major milestone and statement of intent was the publication of our DEI Manifesto, included in this report. The Manifesto is our 'philosophy' to keep us on course as we strive to embody the principles of Diversity, Equity and Inclusion in everything we do.

**108**   
Nationalities

This is the first DEI annual report since AMIEO came together as one exciting, complex and dynamic region. It begins by setting our unswerving commitment towards DEI in the shape of our Manifesto and personal messages from senior leadership, including the regional Chairperson. The report then explains in detail the four key pillars of our DEI strategy that provide the direction and framework for change, as well as recognising some of the great achievements we have made on each pillar to date. The report also includes a journey across the AMIEO region to spotlight some of the amazing work carried out in FY2022 across our many markets and teams and to celebrate the individual and collective talent of our people.

The report ends with a look ahead to FY2023, providing a roadmap of activities that will build on the success of the previous year and accelerate the momentum towards our goal.

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# 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 drives 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.



## Guillaume Cartier

Chairperson – Nissan AMIEO

Head - AMIEO DEI Steer Committee

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With 140 markets stretching across half the globe, diversity is the very soul of the Nissan AMIEO region. There is no doubt that our region's rich blend of cultures, mindsets and talents is something that makes us stronger in every way. Leading this beautifully unique region is such a privilege and something that motivates me every day.

As the Chair of the Diversity, Equity and Inclusion Steering Committee, I'm honored to champion our strategy of transforming the AMIEO region into a truly equitable and inclusive workplace.

Our philosophy is simple: all employees should feel safe, respected, and included - comfortable in bringing their authentic selves to work. We know that a true spirit of inclusivity, backed by strong actions, will have a positive impact on our culture and also will unlock maximum business potential.

When it comes to DEI, we know there's progress to be made in our company and our industry. Our employees should better reflect the rich diversity of people who drive our cars, and of society as a whole.

In FY2022 we adopted a new DEI strategy - one which is designed to move the needle. This strategy put in place a strong governance, led by a Steering Committee at the senior executive level; supported by the AMIEO DEI Council, chaired by Friederike Kienitz SVP. The Council represents all geographies and parts of our business; and supported by local committees in all our offices, factories and facilities.

I can already feel the momentum of this dedicated and collaborative effort. Our workspaces are becoming more inclusive and we're making good progress in attracting, retaining and developing diverse talent.

You'll see many great examples of our DEI efforts throughout this inaugural Report, and these are just the start. I'm proud to lend my support, and I am counting on everyone working within the AMIEO region to join me in creating a truly inclusive and equitable workplace.



## Friederike Kienitz

Senior Vice President – Sustainability  
and Corporate Governance (SCAG),  
Nissan AMIEO Chairperson –  
AMIEO Council

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FY2022 was a pivotal year for cementing Diversity, Equity and Inclusion at the heart of our business. And we're just getting started.

In FY2022, we established the AMIEO Diversity, Equity and Inclusion Council (AMIEO DEI Council), made up of a passionate group of employee volunteers from across the region. In its first year, the Council established four strategic pillars and laid the critical foundations for a sustainable DEI strategy. In FY2023, each council member has a dedicated role with measurable objectives, to ensure that we take a visible, action-oriented approach towards becoming a truly inclusive workplace. I am confident in the direction we are going and want to extend a sincere thank you to our dedicated AMIEO DEI Council. Thank you for rolling up your sleeves and doing the work that matters most. I am proud to serve as Chairperson of this dedicated group.

The beauty of our vast and diverse region means that you learn something new every day. From my travels to the U.K., India, the Middle East, and South Africa, to virtual meetings and email exchanges with teams from Europe to Australia, my worldview is expanded and enriched daily through interactions with the employees of Nissan AMIEO. Thank you for proudly and bravely showcasing what makes you unique, for challenging us to think more broadly and for coming along on this journey as we build a culture that values and celebrates our differences. I am proud to be a Nissan AMIEO employee.

I invite you to join us this year as we zoom in on the "E" in DEI – equity. Inclusion is only possible if we first understand and embrace equity. In FY2023, you'll see opportunities to engage in this important topic through learnings, trainings, speakers, and much more. I also encourage you to get involved at your entity, through the initiatives of the Local DEI Committees.

Nissan's greatest strength has always been its people. I look forward to working together to build a workplace where we can all thrive.



# FY2022 DEI KEY STRATEGIC PILLARS

The path to creating a workplace where employees feel secure, embraced and supported in bringing their true, authentic selves to work is guided by four strategic pillars.

1

**Establish accountability** through clear statements, visible engagements, transparency in reporting.

2

**Foster an inclusive culture and workplace** through education, awareness and supporting policies and practices.

3

**Governance** for integration by establishing a sustainable framework to systematically embed DEI across our region and ultimately extend to our partners.

4

**Communication and celebration** of our colleagues and milestones through events, activities and employee engagements.



# STRATEGIC PILLAR 1

## Establish Accountability

Accountability is a key element in driving and implementing genuine and meaningful cultural and behavioural change. Without ownership and clear direction, words will not translate into tangible and impactful actions.

Everyone in AMIEO has a shared responsibility

for engendering and supporting the journey towards diversity. The AMIEO DEI Council will continue empowering employees to be a powerful and active part of this change by sharing information, forming strategies and communicating the guidance needed to create a truly inclusive workplace for all.



*The best opportunities come from a diversity of viewpoints and balanced representation within our teams that reflects our customers. When Diversity, Equity and Inclusion all click together, performance is amplified so that one plus one equals three. Not to mention, working in a diverse environment is simply more fun! As we transform our sales & marketing operations, I also commit to embedding DEI values into that transformation. //*

**Leon Dorssers**

Senior Vice President, Marketing & Sales, AMIEO Region



## ACTION TAKEN

### AT A GLANCE

#### We established the foundations for accountability by:

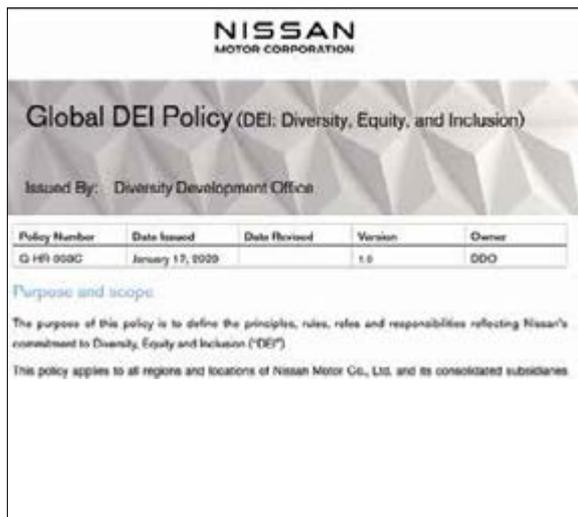
- Incorporating equity into our priorities, moving from D&I to DEI in alignment with global headquarters.
- Supporting the global rollout of our DEI policy.
- Launching the AMIEO DEI Manifesto, our philosophy for building a safe and inclusive workplace.
- Establishing the parameters for our inaugural DEI report.

## D&I to DEI

Nissan Motor Corporation officially incorporated 'Equity' into its priorities to promote DEI globally. Equity is an incredibly important addition to Diversity and Inclusion. It means giving everyone the right opportunities based on their individual skill sets. It captures our commitment to bridge the gap between Diversity and Inclusion for a truly equitable environment. We will embrace this change regionally across AMIEO.



## Nissan DEI Internal Policy



To reinforce Nissan's commitment to Diversity, a new global DEI internal policy has been launched and shared with employees. The policy clearly defines the scope and meaning of DEI, sets out a framework for governance and explains employees' own responsibility for the creation of a diverse, equitable and inclusive environment, which everyone is expected to respect and contribute towards. The policy is available to read [here](#).

Regionally, the policy has been shared with all markets and has been translated to local languages.

## AMIEO DEI Manifesto

The new Nissan AMIEO DEI Manifesto, launched last year, is an important milestone. It is placed at the heart of everything we do and provides a clear goal against which we measure all our actions, policies and working culture.

A DEI Manifesto is not only a powerful tool but a 'must have' for organisations in today's world. As an innovative business, embracing equity and tailoring to personal needs rather than conforming to the majority is essential. It allows our workplace to be truly inclusive of all lifestyles, genders, and backgrounds to increase diversity, enhance creativity and answer to a wider range of customers and partners' needs.



*Every single person has a unique view of the world. This is the biggest benefit of diversity for me – the opportunity to interact with people from different cultures, backgrounds and experiences. They help you see different perspectives, approach problems in a different way and broaden your understanding of the world at all levels of your career.*

*While it seems simple enough to ask everyone to bring their perspectives to the table, it has the potential to cause more debates, which can be a challenging aspect of diversity. But that's precisely what makes it work – different points of view around an issue encourages teams to think and work harder. This drives innovation and helps create stronger, more effective solutions.*

*I also feel that while diversity and inclusion make their way into workplace policies, we need to actively work towards incorporating it in our day-to-day workplace culture. To me as a leader, that means making sure I listen to and consider opinions and ideas that differ from my own and encourage my teams to do the same. The DEI Manifesto is an excellent guide for this transformation. //*

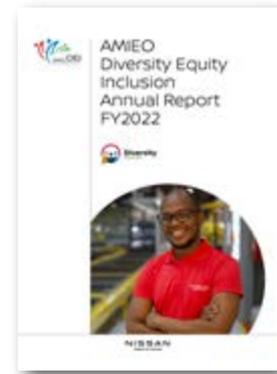
### **Abdulilah Wazni**

Director, Marketing and Sales, Nissan Middle East (NMEF)



## DEI Annual Report

This FY2022 DEI Annual Report is the first since the AMIEO region was established. It has been created to highlight the importance of DEI to Nissan, the progress towards our objectives, as well as provide a clear roadmap of future actions. Importantly, it also provides the accountability and transparency needed as we work together towards our shared goal of equity and inclusion.



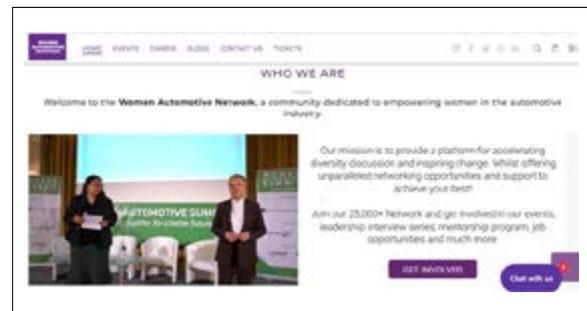
## Leadership Forums



Although everyone has a responsibility for DEI, leadership plays a crucial role in setting the direction and example and highlighting the commitment of the organisation towards establishing an inclusive workplace. In FY2022, Senior Vice President Sustainability and Corporate Governance, Friederike Kienitz, hosted a series of Roundtables to engage with employees from across the region and to answer questions on Nissan's DEI journey.

## Women in Automotive Network

Twelve talented Nissan female employees attended the Women's Automotive Winter Meet up in November last year, a virtual global event with 25 speakers from across the automotive industry. The event featured breakout workshop sessions and networking opportunities for the 440 attendees to discuss matters affecting women in the workplace and hear from inspiring female leaders from across the sector.



*I attended the Women's Automotive Network meet up in November and found it to be very insightful. I attended several seminars/panel chats on a range of topics including why cultural diversity is important, how women can foster change and what does the future for women look like in the automotive industry. Overall, the event was well put together and a few hours of hearing different perspectives from a range of influential women and having the opportunity to virtually network was enjoyable and useful. **||***

### **Kayleigh Edwards**

Manager, Communications, AMIEO Region



## Adrian Smart

Vice President - Human Resources,  
AMIEO Region

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One of our greatest strengths as a region lies in our diversity. Each one of us brings unique perspectives, experiences, and talents to the table. It is this diversity that fuels innovation, creativity, and problem-solving. By embracing and celebrating our differences, we can unlock the full potential of our workforce and drive Nissan AMIEO region forward.

Human Resources (HR) is not just a support function; it is a key driver of our business success. Our HR team plays a crucial role in shaping our company culture, attracting and retaining top talent, and fostering an environment where everyone feels valued and included.

To ensure that we harness the power of diversity, we are constantly empowering our HR team and adapting our practices to become more inclusive. We understand that inclusivity is not just a buzzword; it is a mindset that needs to be embedded in everything we do and we are committed to creating an environment where everyone feels heard, respected, and valued.

We still have much work to do. Creating a truly inclusive and equitable workplace is not a destination; it is a continuous journey. We must remain committed to learning, growing, and challenging ourselves to do better. It is only by working together, hand in hand, that we can overcome barriers, break down biases, and create a workplace where everyone feels a sense of belonging.

At Nissan, we encourage our employees to actively participate in this journey by sharing their ideas, experience and perspectives. Together, we can create an environment where diversity is celebrated, inclusivity is the norm, and equity is a reality.

I want to express my gratitude to everyone for their commitment to Nissan and for embracing the values of diversity, inclusivity, equity, and belonging. Together, we can build a workplace that not only drives our business success but also enriches the lives of every individual within our organisation.



## STRATEGIC PILLAR 2

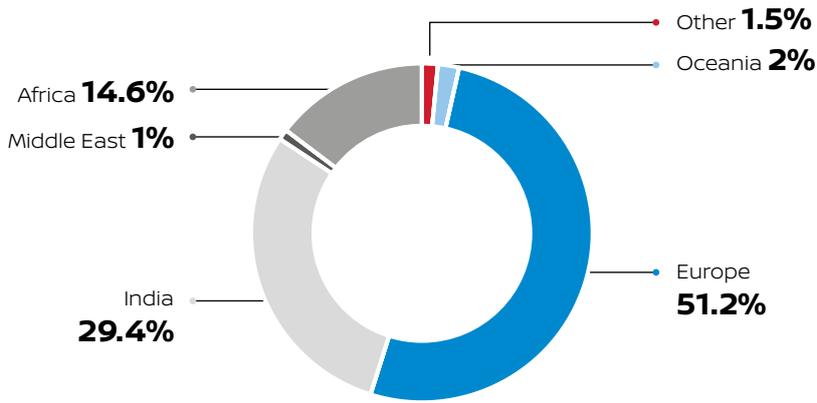
### Foster an Inclusive Culture and Workplace

Shifting the culture of an organisation to create a genuinely inclusive working environment takes the combined effort and will of both the company and its employees. Everyone has a vital role to play. From an individual perspective, employees recognize the road to inclusivity requires humility and education, accepting there is a lot we do not know and making a conscious decision to never stop learning and being open to change.

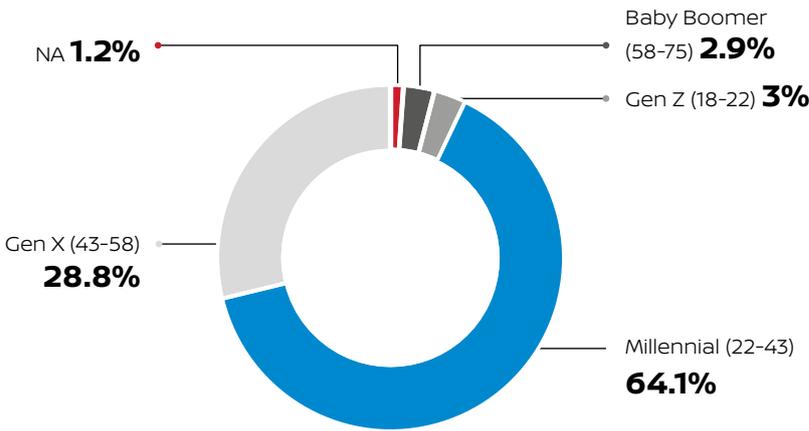
At the company level, the AMIEO region is committed to working sympathetically and flexibly, respecting the great diversity across our 140 countries and avoiding a 'one size fits all' approach to inclusivity. We are already working to put the right systems, policies and practices into place at the regional and local level to undertake change in the right way, to ensure all our employees feel empowered to bring their authentic selves to work.

In this following section we show how truly diverse our AMIEO workforce is, breaking down the demographics in terms of nationality, age and gender. It also pinpoints where we still have some work to do to more equally reflect and represent diversity in all areas, and what actions we are taking to improve.

### % of AMIEO employee population



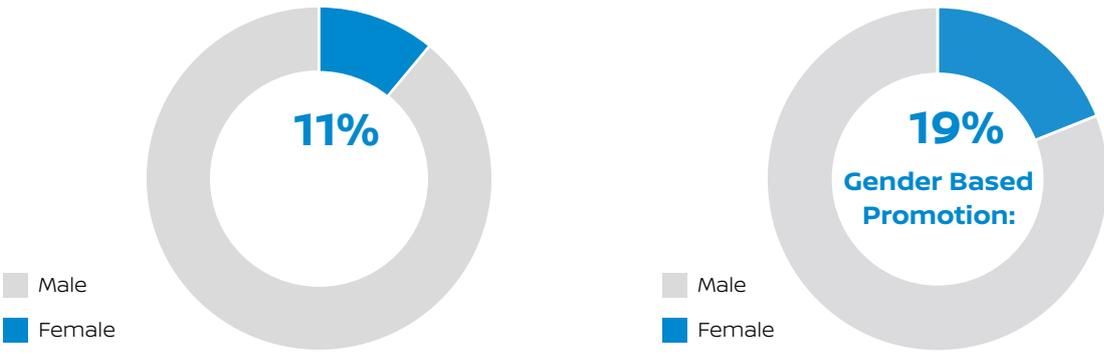
### % of AMIEO population by Age



**60%** of the overall population is within 20-39 years impacted by the large manufacturing population.

### % of AMIEO population by Gender

The representation of female is low. However one of the many efforts to ensure we attract and retain female employees is by ensuring fair career development opportunities and promotions.





*Building brilliant cars needs a team of people who are individually reaching their full potential and who are collectively pulling in the same direction.*

*Our spirit of diversity, equity and inclusion means Nissan people feel comfortable and valued bringing their true selves to work, enabling them to contribute to our Monozukuri (manufacturing) strength. **||***

**Alan Johnson**

Senior Vice President, Manufacturing & Supply Chain, AMIEO Region



## ACTION TAKEN

### AT A GLANCE

**We fostered an inclusive workplace and culture by:**

- Offering Learning & Development programmes focused on DEI.
- Piloting a Reverse Mentoring programme.
- Enhancing policies and practices to create a more inclusive workplace.

## Talent Attraction and Development

New talent is the lifeblood of any organisation. AMIEO Human Resources is designing a number of programmes and policies to attract and retain the very best and diverse regional talent.

Training and skills development programmes are also available for new and existing members of the regional and local workforce. These programmes are designed with a special focus on inclusivity regarding nationalities, gender, age and other factors.



## Case study: Promoting STEM for young girls in the UK

### Nissan Skills Foundation

Since 2013, the Nissan Skills Foundation, based at the Sunderland Plant, UK, has fuelled the passion of about 80,000 schoolchildren for vehicle design, engineering and manufacturing, with a heavy focus on STEM subjects (Science, Technology, Engineering and Mathematics) to inspire the next generation of talent. Claire Pickering and Lois Heywood are two former Foundation participants who are now pursuing successful careers as part of the Nissan team.



**500**  
Schools



**79,241**  
Students

Programmes from (UK)

**Year 3**  
Age 7

**Year 13**  
Age 18

#### Programmes highlights

- Aimed at **5-6 year old**
- Using **robots**
- **6-hours** session to show different career paths available to girls.
- Highlighting that **Gender** is not a barrier to join manufacturing and engineering.



*I became involved with the Nissan Skills Foundation at the age of 17 when I discovered my interest in computer science and technology at school. The programme gave me the opportunity to get a first-hand view of the different roles at Nissan and to interact with women who work at the plant. After completing the GIMME programme, my goal was to pursue a career at Nissan, so I applied for the Maintenance Apprenticeship. I am so grateful for the opportunities and life skills I've acquired thanks to the Nissan Skills Foundation. //*

#### **Claire Pickering**

Trainee Maintenance Apprentice in the Press Shop, Sunderland Plant

# AMIEO Graduate Programme

AMIEO is excited about bringing fresh ideas and perspective into the company via its Graduate Programme, attracting the leaders of tomorrow and strengthening our pool of outstanding talent.

A flexible two-year programme for entry-level university graduates has been introduced to create a consistent approach to talent development, and to give graduate new-starters opportunities for advancement from the outset of their Nissan journey.



# Regional Talent Development



The AMIEO Regional Talent Development programme champions the great diversity of the region by ensuring the representation of nationalities and genders in the programme is being aligned with the workforce numbers in each market.

Work is underway to bring more employees across Africa, Middle East, India and Oceania into the programme to properly reflect the talent we have in those sub-regions. The programme is also an opportunity to identify, train and develop female talent across the business.

**“** DEI is about making all our employees feel that they are valued regardless of their background or experience. Diversity of opinions creates strong dialogue and leads to better solutions. Over the past few years, we have focused on implementing HR initiatives that reinforce our DEI ambition, by raising awareness on this crucial topic through external speakers, training, coaching, and we also piloted a reverse mentoring initiative. I look forward to continuing along this path so that we can make the most of the inherent diversity that the AMIEO region offers. **”**



**Jayakumar David**  
Director, Talent Management, AMIEO Region



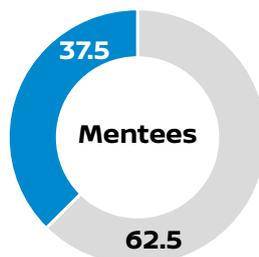
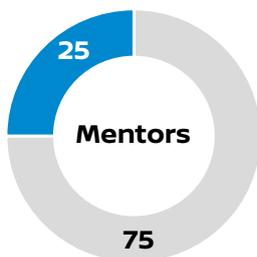
## Learning and Development Programmes



### Reverse Mentoring

In FY2022 a reverse mentoring pilot scheme was launched, pairing senior executives with colleagues at different levels of the organisation, and with different perspectives, experiences and outlook. During the initiative, each executive was matched with somebody of a different generation or different culture to them to introduce and exchange new ideas and knowledge.

Thanks to the great success of the pilot, the programme will continue in FY2023 and be extended for all regional Vice Presidents, with strong cross-representation from age groups and genders.



#### Reverse mentoring Gender Split

Male % Female %

## AMIEO Pilot Initiated



“

*I am thrilled to be a part of the AMIEO Reverse Mentoring Programme! It is an exciting and unique opportunity to expand business knowledge through conversations with a Senior Executive in a completely different function to my own.*”

**Mentor, Rory Mullen**

EVP7 Graduate IS



9 Senior Executives (MCC, EVP-1 & 2) matched with 8 HPP/EHPPs & 1 Graduate

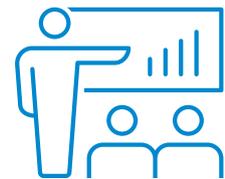


“

*It's a highlight to see the openness to this initiative. I have a great synergy with my Mentee.*”

**Mentor, Camila Ciordia**

EVP5 M&S



Training sessions held



“

*It's been incredibly meaningful to gain insights from my reverse mentor on topics ranging from employee engagement to working styles to priority setting. Everyone has something to teach if you're willing to listen!*”

**Mentee, Katherine Zachary**

VP - Communications, AMIEO Region



Chemistry sessions & mentoring underway



## DEI virtual instructor-led training launched in FY2022

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**178** —→  
completions

### Psychological safety

Psychological safety is about creating and nurturing an environment in which everyone feels safe to speak up transparently and share ideas, questions, concerns or mistakes. This not only results in greater innovation, better problem-handling and stronger relationships, but also improved customer satisfaction and, ultimately, a more successful organisation. The AMIEO Psychological Safety course puts employee well-being at the very forefront. It is designed to help people take quality time for self-reflection and lays out the practical steps to cultivate a culture of psychological safety for individuals and teams.

**127** —→  
completions

### Diversity, Inclusion & Cultural Awareness

Helping employees appreciate the many personal and professional benefits of DEI is a fundamental part of AMIEO becoming the organisation it aspires to be. This course was introduced to explore and examine the significance of DEI for individuals, as well as the added value for business. It covers important topics including moral and social benefits of DEI and explains the practical benefits of transforming behaviour and driving cultural change. It also explores common bias, its impact on thinking and behaviour, and equips participants to overcome bias to encourage more inclusive behaviour and foster cross-cultural relationships.

**100** —→  
completions

### Managing Inclusively

This programme explores the beneficial impact of diversity and inclusive behaviour on the business. It also increases awareness of how reactions to 'differences' affect talent management, employee engagement, productivity, teamwork, and innovation. Participants learn to identify the behavioural barriers to performance and what inclusivity tools and strategies can be used for a more successful approach to work, including communication techniques and what behaviours actively foster an inclusive culture.

# Special policies and actions to make workspace more inclusive

<p><b>NISSAN MOTOR MANUFACTURING UK</b> Belonging@NMUK focusing on DEI launched as part of the over all Nissan strategy.</p>	<p><b>NISSAN MOTOR MANUFACTURING UK</b> Entered into a partnership with North East Autism society as part of CSR. Women's Health Campaign launched.</p>	<p><b>NISSAN NORDIC EUROPE</b> External events and collaboration. DEI trainings extended.</p>
<p><b>NISSAN IBERIA S.A.</b> Economical support to employees with disabled relatives.</p>	<p><b>NISSAN IBERIA S.A.</b> Put in place an equality plan.</p>	<p><b>NISSAN SOUTH AFRICA</b> increased the number of facilities for women.</p>
<p><b>NISSAN CENTER EUROPE</b> Integration of employees with disabilities.</p>	<p><b>NISSAN REGIONAL BUSINESS SERVICES (NRBS) BUDAPEST</b> Established flexible return to work from maternity leave policy.</p>	<p><b>NISSAN MOTOR INDIA PRIVATE LIMITED</b> and India Alliance Operations celebrated Women leaders' journey.</p>
<p><b>RENAULT NISSAN AUTOMOTIVE INDIA PRIVATE LIMITED</b> Extended maternity leaves to 9 months.</p>	<p><b>RENAULT NISSAN AUTOMOTIVE INDIA PRIVATE LIMITED</b> Established safe spaces for autistic colleagues.</p>	<p><b>NISSAN MIDDLE EAST FZE</b> Signed the pledge to have 30% female in leadership role.</p>
<p><b>NISSAN MOTOR (GB)</b> Have gender inclusive language and signs.</p>	<p><b>NISSAN MOTOR (GB)</b> Established Womens' Network.</p>	<p><b>NISSAN AUTOMOTIVE EUROPE</b> Allowed head covers.</p>
<p><b>NISSAN MOTOR (GB)</b> Family leaves provisions extended to partners.</p>	<p><b>NISSAN ITALY</b> Established DEI working team.</p>	<p><b>NISSAN ITALY</b> Smart working for female employees close to birth.</p>
<p>Hybrid work policy for all AMIEO. Prayer rooms in multiple AMIEO entities. AMIEO Celebrated International Women's Day.</p>		



*Our goal is to foster an environment where every individual feels valued and included. We are continuously improving our policies, practices, ways in which we work and facilities we work. This supports us to create a workplace that celebrates diversity, embraces different perspectives, and empowers all employees to thrive and contribute their best. //*

**Adrian Smart**

Vice President - Human Resources, AMIEO Region





## Mentoring

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In addition to AMIEO's reverse mentoring programme, the core mentoring initiative also continues to flourish and is supporting the career development of our talent across the region. To date, 31% of mentees are female.

## Nissan Charge

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For the first time, Nissan has created a globally aligned learning and development programme to help empower its people for the challenges and opportunities of the future.

Called Nissan Charge, the programme supports the business transformation towards Ambition 2030, and provides an excellent opportunity for our employees to enhance their behavioural and business skills while developing an inclusive and supportive working environment.

There are a wide range of courses to choose from with topics including Resilience and Wellbeing, Inclusivity and Psychological Safety.

## Coaching

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Five bespoke coaching packages were developed and launched during FY2021. These tailored modules include coaching for: Parental Leave Transition; Significant Life-Changing Events Transition; Executive Coaching for Underrepresented Groups; Female Executives' 1:1 Coaching and Developing a Personal Brand.

## Employee Forums with external guests

AMIEO Human Resources introduced the 'DEI Employee Forum' series with Danae Huijser. Danae is a business psychologist, specialising in intercultural organisational behaviour.

Three sessions were held in FY2022:

1. Inclusion for equal opportunity to succeed individually and as a business.
2. Making diversity work: Creating an inclusive environment.
3. Beyond inclusion: Making the case for equity.



**3**  
# session

**1,600**  
Participation

**86%**  
Satisfaction Rate

## Employee Engagement Campaign

In FY2022, Nissan AMIEO launched a region-wide campaign inviting everyone to share their wonderful talents and passions by launching Nissan's Got Talent with the aim of building communities and connections beyond the usual day-to-day working

environment. The campaign created an informal and fun platform where employees could champion their individuality, taking centre stage in front of their colleagues and peers.



*Firstly, a BIG Thanks to Nissan team for giving the employees such platform to showcase and share their skills regionally. I'm very happy to see so much of unique talents within Nissan world. A Big shout to all my lovely colleagues out there! Believe in Yourself, Build your Dreams & Life is NOW. Thanks Universe! //*

**MK Koteeswaran**

Manager, Exports CBU, Nissan India and one of the winners of Nissan's Got Talent



## STRATEGIC PILLAR 3

### Governance for systematic integration

With a region and workforce as large and diverse as AMIEO, it is essential that strong leadership is in place, supported by the right framework of systems and processes, to effectively drive and guide the organisation towards inclusivity and equity.

Extending beyond the global and regional level, AMIEO's commitment to DEI reaches

local communities in every market where our employees live and work.

In FY2022 the AMIEO DEI Council was created, chaired by Friederike Kienitz, Senior Vice President, Sustainability and Corporate Governance, and made up of DEI Local Committees and championed by Managing Directors in each market.



*I've been privileged to work on three different continents, and everywhere I've worked, the multi-cultural environment is what makes Nissan's own corporate culture so rich. The diversities of backgrounds, perspectives and ideas fuels our innovation, keeps us relevant, and will prepare us for the future. Cultural diversity is personally important to me as my family is multicultural - so this is an important part of my life both at work and at home. //*

**François Bailly**

Senior Vice President, Chief Planning Officer, AMIEO Region



## ACTION TAKEN

### AT A GLANCE

**We built the framework for governance across our vast region by:**

- Kicking off the AMIEO DEI Council, chaired by top leadership and supported by passionate colleagues from across the region.
- Establishing DEI Local Committees at each entity to ensure regional strategy is tailored for local relevance.
- Identifying DEI Ambassadors for each entity, to support the local strategy development and execution.

### DEI Governance in AMIEO



### AMIEO DEI Council

The AMIEO DEI Council was established as a first step in the recognition of the importance of Diversity, Equity and Inclusion to Nissan and its employees.

The council is comprised of twelve employees who are passionate about the subject and possess the will and drive to disrupt and introduce real change, in line with the evolution in today's society. In its formative year, the council identified four pillars to support the shift to inclusivity, aligned with Nissan's global commitment to society under Ambition 2030.

They are:

- Strategic objectives and action plan
- Foster an inclusive culture and workplace
- Governance for systematic integration
- Communicate and celebrate

## AMIEO DEI COUNCIL MEMBERS FY2022 AND FY2023



**Friederike Kienitz**  
DEI Council  
Chairperson



**Katherine Zachary**  
DEI Council Co-Chair  
Awareness/  
Education Champion



**Andrew Humberstone**  
Local Activation  
Champion



**Clíodhna Lyons**  
HR Policies/Programmes/  
Practices Champion



**Hatoun Bushnaq**  
Partner Engagement  
Champion



**Hashim Khalid**  
Middle East  
Subregion Champion



**Lauren Scattergood**  
Monozokuri  
Champion



**Sarah Dorey**  
R&D Champion



**Elena Salleles**  
Europe Subregion  
Champion



**Amy Jude**  
Nissan Technical Centre  
Europe Champion



**Vuyokazi Quphe**  
Africa Subregion  
Champion

AMIEO DEI Council Members FY2023



**Parul Bajaj**  
DEI Council  
Secretary



**Clare Balmer**  
Accountability  
Champion



**Ravi Kumar**  
India Subregion  
Champion



**Kimberley Lloyd**  
Oceania Subregion  
Champion

AMIEO DEI Council Members FY2022



**Marion Berlier**  
AMIEO HR Support



**Purity Hassan**  
Nissan Automotive  
Europe, Champion



**Elaine Wen**  
Australia  
Champion

■ FY22/23 ■ FY2023 ■ FY2022

## AMIEO DEI COUNCIL MEMBERS ROLES AND RESPONSIBILITIES

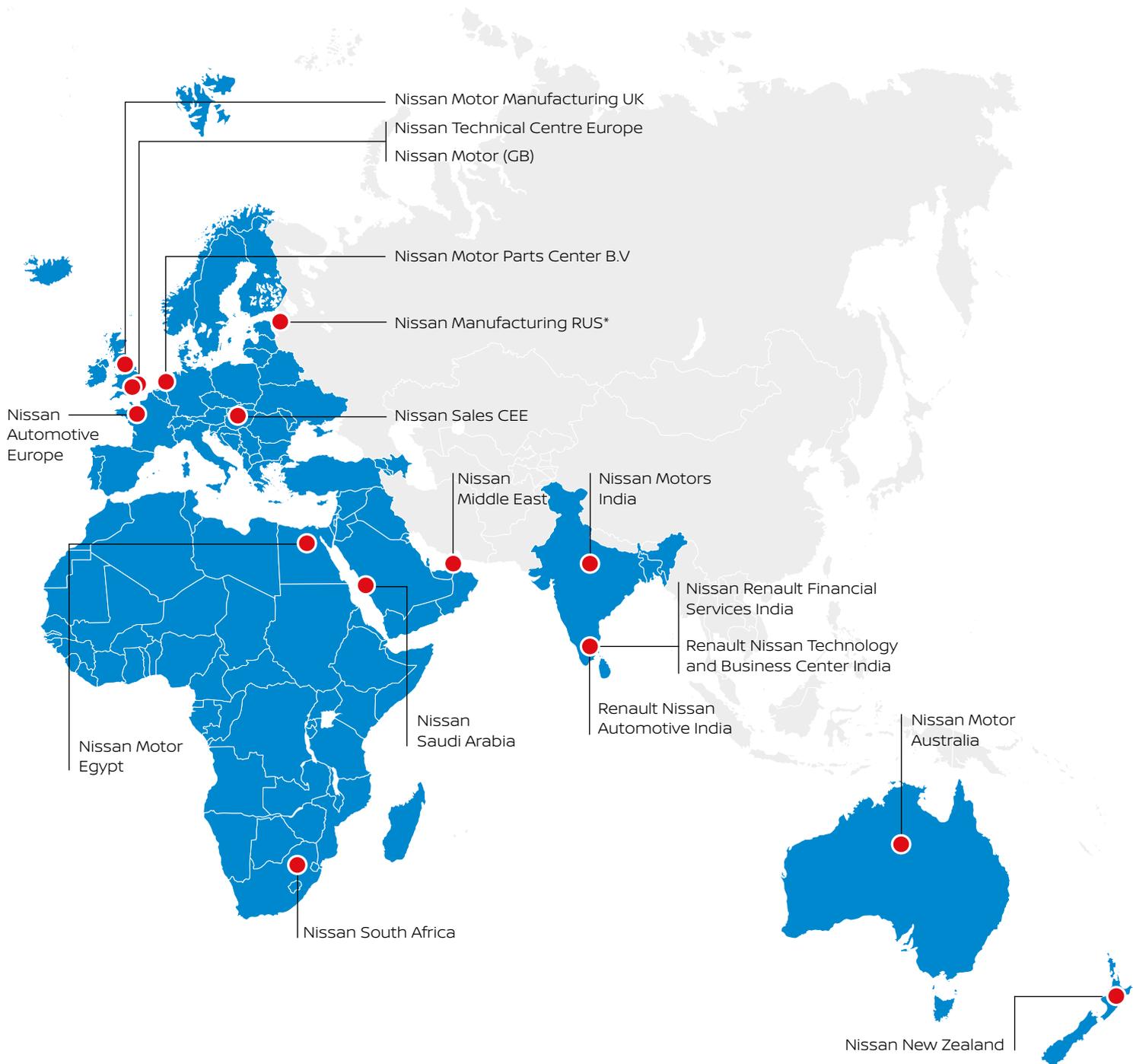
Member	Roles	Responsibilities
Friederike Kienitz	DEI Council Chairperson	Overall AMIEO Direction
Katherine Zachary	DEI Council Co-Chair Awareness/ Education Champion	Overall Direction Support. Strategic direction on communications plans & campaigns, workshops/interactions
Parul Bajaj	DEI Council Secretary	AMIEO DEI Meeting Governance
Andrew Humberstone	Local Activation Champion	Sparring Partner to local MDs Guidance, direction, support
Clíodhna Lyons	HR Policies/ Programmes/ Practices Champion	Direction on necessary HR programmes, policies and practices; org gap closure
Clare Balmer	Accountability Champion	Culture assessment, measurement, reports, KPIs, DEI governance
Hatoun Boushnaq	Partner Engagement Champion	Building plans for & oversight of partner engagement, sponsorships
Lauren Scattergood	Monozokuri Champion	Mzk window; 2-way info flow; tailored programmes / needs
Sarah Dorey	R&D Champion	R&D window; 2-way info flow; tailored programmes / needs
Kimberley Lloyd	Oceania Subregion Champion	Sub-region window; 2-way info flow
Elena Salelles	Europe Champion	Sub-region window; 2-way info flow
Vuyokazi Quphe	Africa Subregion Champion	Sub-region window; 2-way info flow
Hashim Khalid	Middle East Subregion Champion	Sub-region window; 2-way info flow
Ravi Kumar	India Subregion Champion	Sub-region window; 2-way info flow

## Local DEI Committees in every AMIEO Entity

To help ensure each local entity has the necessary support to establish a welcoming and safe space, local DEI Committees have been established. These committees are headed by the respective Managing Directors and supported by the entity HR and Communications teams, as well nominated individuals.

## DEI Custodian (Ambassador)

Colleagues were invited to volunteer as DEI 'change makers' within their entities. The AMIEO DEI Council received 50 nominations from across the region, and 29 custodians have been selected to date.



\*Nissan closed Russia operations mid FY2022.



## STRATEGIC PILLAR 4

### Communication and Celebration

Communication has an enormous role to play in encouraging and enabling the cultural and organisational shift towards diversity and inclusion.

Effective communications can challenge outdated beliefs and promote new behaviours based on equity and acceptance. Communications provides the 'voice' to individuals and groups, enhancing their sense of belonging, while informing, educating, and supporting colleagues to adopt inclusivity in everything they do.

Importantly, communications are also there to simply share and celebrate success, to shine a spotlight on the activities and actions that promote DEI and move our organisation closer towards its goal.

Although communications is ongoing and never-ending, marking certain UN International Days around DEI in FY2022 provided ideal focal points throughout the year to highlight just some of our colleagues' achievements.

**7**  
Events

**3**  
Campaigns

**17%**  
Participation

**86%**  
Satisfaction Rate



*As engineers, we must embrace ideas from different perspectives to ensure we develop the best vehicles and services for our customers. Women bring a unique viewpoint to the engineering world as well as valuable knowledge and skills. Empowering women in our industry helps fuel innovation and we are committed to attracting more women into Nissan and creating a welcoming environment where everyone can thrive. //*



**David Moss**

Senior Vice President, Research & Development, AMIEO Region

**ACTION TAKEN**

**AT A GLANCE**

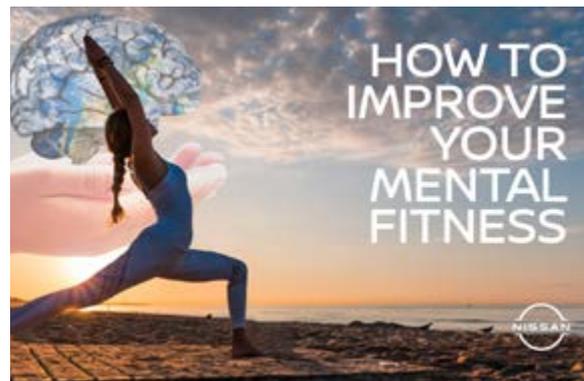
We believe that our differences make us stronger, and this was reinforced in FY2022 through:

- Campaigns and events.
- External guest speakers.
- Local initiative spotlights.



**Cultural Diversity Day**

On Cultural Diversity Day, we caught up with some of our employees across the region to find out what makes them feel included at work and how they are contributing to making Nissan a more inclusive workplace.



**Mental Health Awareness**

Mental Health Awareness is the ongoing effort to reduce the stigma around mental illness and to share best practices so we can take care of ourselves, our families and colleagues. HR launched an employee campaign to promote mental healthcare practices among our teams.



## International Women in Engineering Day

June 3 marks International Women in Engineering Day. The automotive industry is constantly evolving as consumer needs are changing every day. Spotlighting rising talent in engineering roles working in facilities across the AMIEO region is important as they directly affect the processes and components that ensure customer safety, satisfaction and the success of our vehicles.



## World Disability Day

December 3 was the 30th annual World Disability Day. As part of our 'Nissan's Got Talent' initiative and to coincide with World Disability Day, Francois Crisias, Head of Internal Communications and Employee Engagement, AMIEO spoke with Nissan Diversity and Inclusion Ambassador and Paralympic GB and World Champion athlete, Richard Whitehead MBE during the first employee chat with a Nissan Ambassador.



## Celebrating Pride Month

A message was shared by Friederike Kienitz, Senior Vice President, Sustainability and Corporate Governance, with all colleagues, marking this important movement.



## Zero Discrimination Day

A session by Danaë Huijser, business psychologist, and lead consultant and owner of CMC, Culture & Management Consulting, was held on 'Beyond Inclusion – Making a case for equity' to mark Zero Discrimination Day. It was the perfect set up to reflect on how being part of the majority is a privilege in its own right. A summary article was shared to get colleagues thinking on how privileges can impact how equitable and inclusive we find our experiences at work.



## International Women’s Day

The campaign theme for International Women’s Day 2023 was #EmbraceEquity. In promoting DEI, Nissan used IWD as an opportunity to think and talk about what equity is. A message from Friederike Kienitz was shared with colleagues to reflect on some of the actions taken around gender equity. Executives created scorecards to support DEI in their functions. Other activities included an all-employee forum with a guest speaker; showcasing the employee voice from across the business as well as various local initiatives in each country.



## World Food Day

OnigiriAction for World Food Day – Nissan launched the #OnigiriAction campaign in partnership with NPO Table for Two. The campaign committed to provide five school meals to children in need for every Onigiri ‘rice cake’ picture posted on social media. AMIEO participated in this campaign with a special lunch of onigiri, and onigiri shaped meals were available in office cafeterias for colleagues to enjoy, click photos and share on their social media handles with designated hashtags.

A number of local entity level initiatives were established for different strands of DEI including men and women’s health, fertility and retirement.

We were excited to feature Rana Hesham on our Let’s Talk AMIEO ‘PEOPLE’ series as we highlighted exceptional colleagues and celebrated their work and achievements. Rana Hesham is the Internal Communication Manager for Nissan Africa, based in our Egypt office, and was awarded Woman of The Year FY2021 in Nissan Motor Egypt last year. Rana is the 2nd winner of the award, and she is eager to help redress the gender balance.



*I am very proud. This award is the fruit of two and a half years of hard work, it echoes the value added from all the projects I have been part of, and this motivates me to keep going. I want to celebrate my female colleagues and show their success stories. //*

### Rana Hesham

Internal Communication Manager, Nissan Africa





# CELEBRATING DIVERSITY – AWARDS & RECOGNITION

We take great pride in the acknowledgement our work has received from external organisations. These prestigious awards not only serve as a testament to the unwavering commitment and unwavering support of our exceptional employees and dedicated partners but also serve as a genuine reflection of their profound dedication towards promoting and fostering diversity, equity, and inclusion.



*It's sad that in 2023 there's still any debate about gender equality. Women have consistently demonstrated their capacity to be at least equal to men, if not better. Throughout my professional experience, I've found women colleagues to be refreshing and inspirational, and I've learned immensely from the female bosses I've had, both technically and emotionally. We need to keep working to close the gender gap – and quickly. It's a must for the future of a modern and civilized society. //*

**Massimiliano Messina**

Senior Vice President, Finance and Information Technology, AMIEO Region



## Nissan named 'Best Employer Brand'

### LinkedIn Talent Awards 2022

Nissan was awarded the title of "Best Employer Brand" among Japanese companies employing over 10,000 employees at the prestigious LinkedIn Talent Awards 2022.

The company was also recognized as one of three finalists in the 'Diversity Champion' category.



## Rising Star

### By Automotive News Europe 2022

Clíodhna Lyons, now Vice President, Product and Services Planning for AMIEO Region, was named a 2022 Rising Star by Automotive News Europe.

*I am honoured to be named amongst some of the industry's most brilliant individuals for a role I am proud and excited to fulfil every day.*



**Clíodhna Lyons**

## Nissan Women on 'Autocar Great Women'

### Finalist List 2022

Nissan was proud to have five of its talented women from the UK listed in the 'Autocar Great Women' 2022 initiative Run by Autocar, in association with the Society of Motor Manufacturers and Traders. Judged by a panel of automotive experts, the initiative recognises the women leading the way across the UK's car industry.



**Nicola Stoker**  
General Manager  
TdC (Total delivered Cost)



**Helen Perry**  
Customer Quality  
& IS Engagement  
Director



**Marion Berlier**  
Talent  
Management  
Director AMIEO



**Carol Jeffrie**  
Logistics, Energy  
& Indirect Purchase  
- UK entities



**Emma Deutsch**  
Deputy Director  
Test Operations



## RNTBCI voted 100 Best Companies for Women in India

The Renault Nissan Technical Centre India (RNTCBI) was voted amongst the **Top 100 Best Companies for Women in India** for the fifth consecutive year, highlighting its commitment to creating sustainable careers for women in the auto industry.



# SUB-REGIONAL PROGRESS

Entities across AMIEO have been focussing on DEI initiatives based on their needs and requests. Tremendous work has been done across some of the markets, internally as well as externally.

## Africa

### #People

With South Africa having a number of legislative requirements aimed at driving an inclusive and equitable workplace, NSA has developed its own programmes such as setting hiring targets that prioritise the recruitment of women, particularly women of colour, and the goal of increasing female representation at top management and executive level to 25% by 2025.



At NSA, we go beyond the prescripts of the law in order to positively impact our people. This means driving continuous improvement to ensure the inclusion of women, people of colour and other marginalised groups.



## Middle East

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### #Business

Nissan Saudi Arabia was proud to announce the opening of the first Petromin Nissan boutique showroom managed and led by females in the Kingdom of Saudi Arabia in alignment with the Saudi Vision 2030. The reform programme has been the main driver in increasing the percentage of women's participation in the workforce, particularly in industries traditionally dominated by men.





## India

### #People

People are at the core of all our practices, and the efforts by our Indian colleagues to make Nissan more inclusive and equitable are a testament to that.

The Women behind Wheels initiative to train, support and empower our female shop floor workers by teaching them how to drive, is a true testament of fostering an inclusive and equal society.

The initiative invites all women at Renault Nissan Automotive India Private Limited (RNAIPL) to learn how to drive. A designated training agency has been hired to train the women on safe and responsible driving, testing their abilities on simulators and assisting them with getting their drivers' licenses. To date 90 colleagues have been trained.



*Driving a car was my dream, and with the support of RNAIPL now the dream came true. Learning to drive has opened new possibilities for me personally and professionally. It has expanded my mobility and allowed me to take on additional responsibilities that involve driving. I am confident that the skills I have acquired through this training will be beneficial in many aspects of my life. My self-confidence level increased & feeling happy and proud. I would like to extend my heartfelt appreciation to the entire RNAIPL team, for making this driving class possible. //*



#### **Revathi P**

Technician, Renault Nissan Automotive India Pvt Ltd

# Europe

## #People

A new working environment for a new working culture is happening in Germany. Nissan Center Europe GmbH have moved their offices from Brühl to the neighbouring city of Wesseling to establish a 'New Work' building which focuses on flexibility and easy communication through its open plan offices.



Lifts to ensure all three floors are accessible without stairs.



Parking for people with disabilities immediately outside the building's main entrance.



Corridors and doors sufficiently sized for wheelchair users.



Extra toilets for employees with disabilities with barrier-free access and a wired WC emergency call system next to the WC and mirror.



Height adjustable desks to ergonomically suit each employee, and allow for wheelchair accessibility.



*This move will enable our employees to work digitally, flexibly and in a mobile manner. Our 'New Work' principle encourages creative exchange, and at the same time allows individuals to work undisturbed in quiet areas. //*

### Vincent Ricoux

Managing Director of Nissan Center Europe GmbH

## #Community

Nissan is the Official Automotive Sponsor of the TCS London Marathon, supporting the race as part of the Possibilities Project, a long-term CSR initiative promoting inclusivity for under-represented communities, with a particular focus on supporting disability and LGBTQ+ initiatives. Nissan supports both the London Marathon and the Great Run Series by providing electrified support vehicles, and by creating inclusive cheer zones celebrating the LGBTQ+ community.

Radio 1 DJ Adele Roberts and Paralympian Richard Whitehead act as DEI ambassadors for Nissan as part of this initiative.





## Oceania

### #Community

Australia renews its partnership with Women Football and Netball sponsors.

Nissan Australia has extended its partnership with the home of Australia's largest female team sport, Netball Australia, supporting the organisation from grassroots to the elite level.



The dynamic partnership will reach new heights with the further five-year deal seeing the relationship between the organisations extend to a decade. Having officially rolled over in January 2022, the sponsorship deal sees Nissan Australia continue to drive change both nationally with the Origin Australian Diamonds squad, but also at Suncorp Super Netball and community levels.

Netball developed from an early version of basketball in the 1890's. The object of the game is to score goals from within a defined area, throwing the ball into a ring attached to a 3.05 metre high post. Harnessing the power of Australia's largest female team sport offers visibility of Nissan's impressive range of innovative vehicles, allows for further opportunities to strengthen community engagement, and builds brand awareness amongst key demographics.

As the biggest female sport in Australia, our sponsorship is important to the significant netball community nationally, many who are our current and future customers.

Nissan is an active sponsor of elite Australian sport, and we also support Melbourne City Football Club (A League) and Hawthorn Football Club.

# WAY FORWARD

In the 2022 fiscal year, Nissan in AMIEO took a big first step in placing diversity, equity and inclusion at the centre of our thinking. We established our foundation through dedicated AMIEO DEI Council at the regional and local levels; communicated our philosophy through the Manifesto; and began to set a clear and consistent roadmap that will serve the organisation for years to come. Last year's accomplishments, detailed throughout this report, prepared the business for the next stage in our journey.

In FY2023, we are accelerating our transformation into becoming the organisation we aspire to be - a workplace and embedded culture that embraces equity, values individuality, and is an inclusive and safe space for everyone.

We are approaching the year ahead through 5 key actions:

## DEI FY23 Key Deliverables - 5 Key Actions

### Embrace Equity



1. eLearning, equity and belonging workshops, reverse mentoring expansion and equity toolkit for management.



2. Talent management including talent development, succession planning and DEI coaching.



3. 360 degrees appraisal roll out for executives.

### Local Action and Interactions



4. Local DEI Committee action as per their plan.

### Accountability



5. 1st DEI annual report published.

We believe these five tangible and powerful actions will advance our DEI priorities for years to come.

In AMIEO, diversity is our superpower, which fuels our creativity, innovation, experience, and knowledge. Much remains to be done before true equality is achieved, both as a company and as a society. We are looking forward to continuing this journey together with our colleagues, partners and customers.

Onward!



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Massimiliano Messina

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**NISSAN**  
GROUP OF AMIEO