

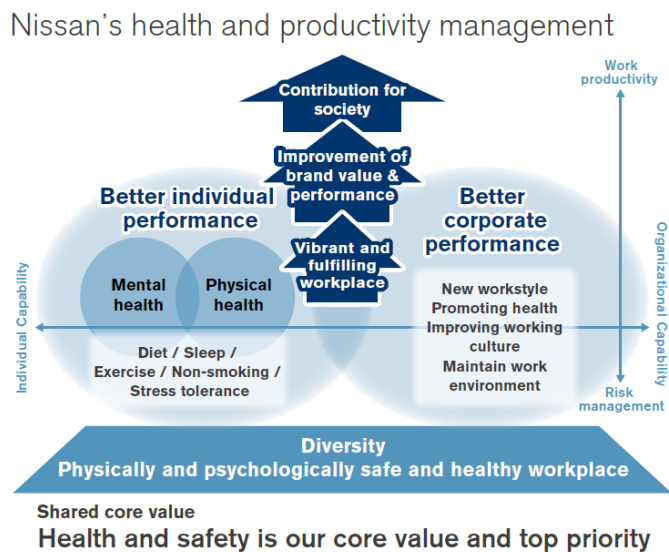
NISSAN' s KENKO KEIEI* Initiative

*KENKO KEIEI :Health management framework which is designed by METI of Japan



Basic Approach

Mental and physical health is essential to creating a workplace where employees can work energetically and lead healthy lives with their families after they retire from NISSAN. We regard the safety and health of our employees as an important issue not only for individuals but also for our growth as NISSAN that continues to contribute to society.



Health declaration

Our Basic Policy on Safety and Health, "The safety and health of our employees takes priority over everything else," has been adopted as our "Health Declaration," and we will realize "health management" by considering employee health from a managerial perspective and implementing measures strategically and honestly.

Nissan Health & Safety Basic Policy

Shared core value

Health and Safety is a core value and the highest priority at Nissan.

Basic Policy

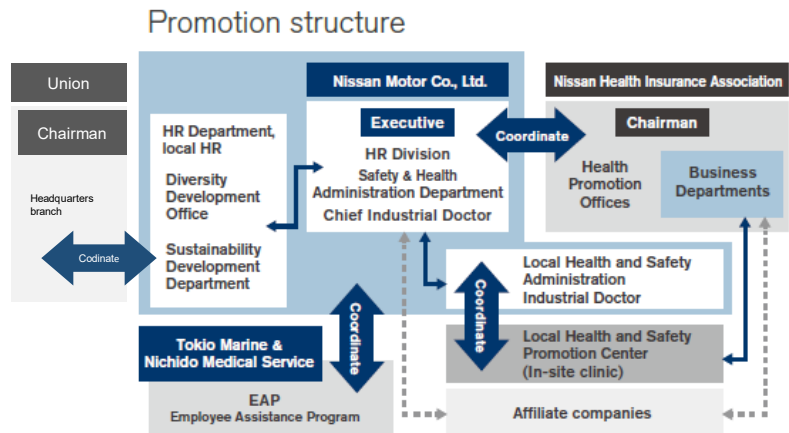
From top management to each individual employee, Nissan recognizes and shares the importance of respecting each other involved in Nissan's operations as top priority. The company continuously and vigorously strives toward realizing a zero injury, zero-accident, zero-illness and safe workplace, by optimizing the working environment and promoting individual physical and mental health. We strive to eliminate or where not possible, minimize the hazards associated with our operations by incorporating Health and Safety best practices into our processes, equipment and facilities.

Nissan Motor Co, LTD.
Representative Executive Officer, President and CEO

Ivan Espinosa

Organizational structure for health promotion

Nissan's health promotion activities are carried out to promote the physical and mental health of employees in cooperation with the Nissan Health Insurance Association (Workplace Health Promotion Center), Tokio Marine & Nichido Medical Service Co., Ltd., the Health and Safety Departments of both headquarters and related departments at each site, and other medical professionals.



Reinforcement of intra-workplace collaboration

The Safety and Health Management Department has adopted a system in which each business site is in charge of health and safety promotion, and is working to strengthen cooperation between the safety and health promotion departments at each business site and related departments and specialists. This is not only to improve the quality of activities and the effectiveness of measures, but also to listen to the voices of those in charge of health promotion and promote Nissan's health from a field-oriented perspective, which leads to the satisfaction of each individual in charge of health promotion and results in a positive cycle.

In-house clinics located at all business site

Nissan has a clinic at each business site, which provides outpatient medical treatment, health checkups, and health guidance. All clinics are outsourced to the Nissan Health Insurance Society, where a group of medical experts consistently pool their knowledge and work together with the company to plan and execute health-related projects.

Strengthening Collaborative Health “GENBA Clinic”

As an approach to promote mental health activities, the clinic is positioned as an “GENBA Clinic”. In recent years, the number of people with mental health problems in the industrial sector has been increasing, and this initiative will take advantage of the strength of clinics that can provide face to face consultation based on the work system and other factors. The clinic lowers the threshold for consultation and provides a place where employees and their supervisors can feel free to discuss initial mental health problems, such as feeling depressed or lacking energy.

Health Management Promotion Conference

We have systematically implemented health management meetings with the aim of strengthening management of health promotion.

The Health and Safety Committee, which is implemented at all business sites, serves as a forum for promoting health management, educating employees, and promoting autonomous health activities, with labor and management working together to ensure that employees are fully aware of the importance of health. The role of this Health and Safety Committee has been further enhanced by COVID-19, which has raised health awareness among employees.

Safety and Health Manager

Nissan appoints an independent, full-time section chief in charge of safety and health at each business site. There are more than 200 chiefs in charge of safety and health throughout the company, mainly in the current business units, and they are responsible for promoting various activities such as workplace patrols and management of health checkup implementation in cooperation with the Nissan Health Insurance Association (WorkPlace Health Promotion Center) and Tokio Marine & Nichido Medical Service through the Safety and Health Management Department and the Safety and Health Management Section at each business site.

Promotion of health management within the Nissan Group

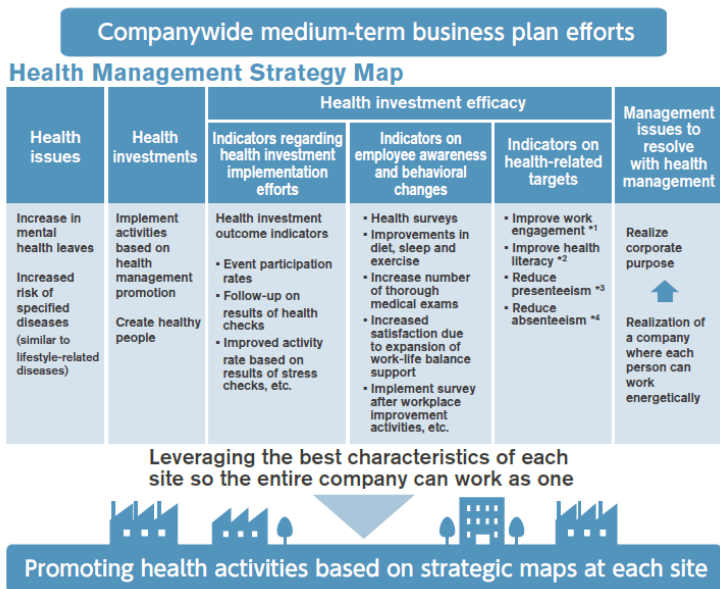
The "Nissan Group Health Management Promotion Conference" is implemented by 19 companies within the Nissan Group, with Nissan serving as the secretariat and holding regular meetings to discuss health management.

The meeting is an opportunity to report on activities, exchange opinions, and benchmark each other. The meeting is an opportunity for benchmarking, including activity reports and exchange of opinions. We are considering the disclosure of health data, etc. for mutual study and to fulfill social demands and social responsibilities.



Addressing Health Issues

Under the health promotion system, in Japan, the health status of employees is visualized through data, disease risks are analyzed, and health risks are predicted for employee health promotion activities and the implementation of individual improvement programs. In order to make these efforts more effective, we have created a health management strategy MAP that visualizes the company's health issues, and while promoting company-wide efforts, we have also created a strategy MAP for each business site to promote health promotion activities that take advantage of regional characteristics and the characteristics of each business site.



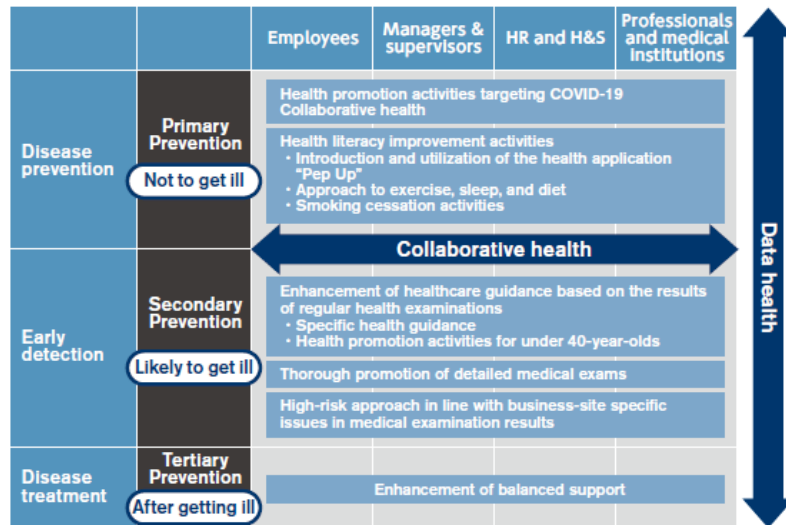
Strategies MAP

Physical Health

Mental Health

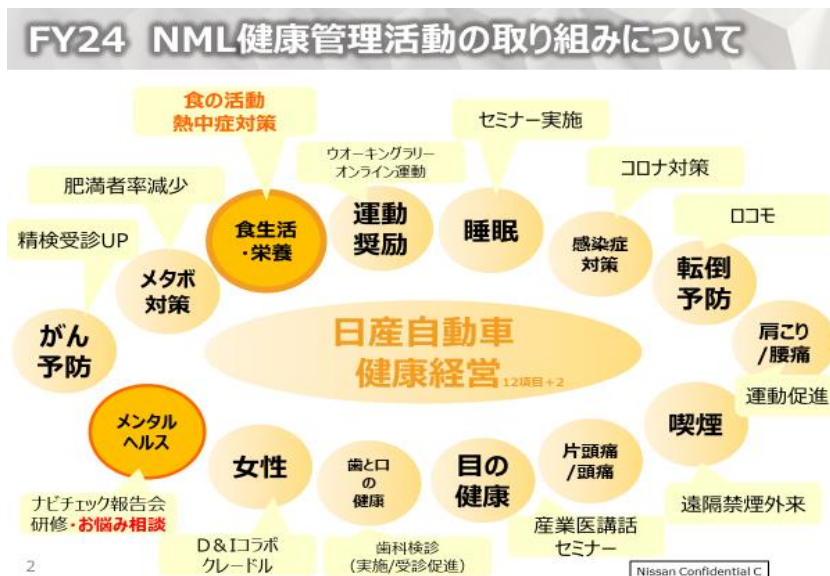
Solid efforts toward physical healthcare

Physical health in Nissan has been steadily working to strengthen activities for the prevention and early detection of illness, and from this fiscal year, we are focusing on “support for balancing work and medical treatment” in the zone of medical treatment of illness.



Prevention of Disease

We have been implementing a wide range of activities including diet, exercise, and sleep, as well as improving health literacy. As a result of the implementation of “Reducing Weight Gain from COVID-19” with emphasis on activities combining diet and exercise, the obesity rate among employees has been improving. We are also actively engaged in oral health activities because periodontal disease affects the entire body, and we are working to prevent lifestyle-related diseases by promoting health activities from various angles throughout the company, such as by implementing food activities aimed at preventing heat stroke. Furthermore, from FY2024, we will start activities focusing on physical exercise.



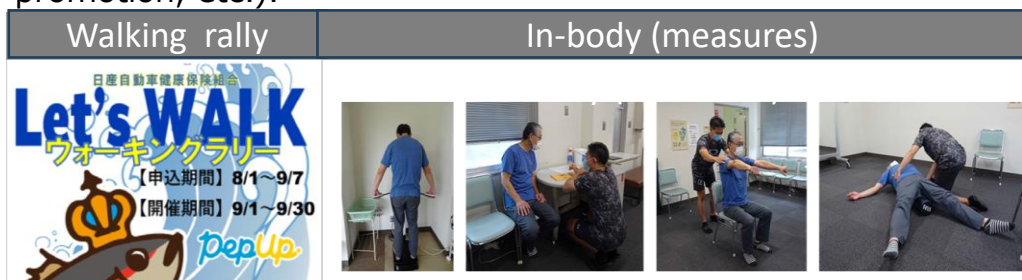
Diet : Providing menus to raise health awareness with the cafeteria.



Exercise :

Population approach: walking rally

High-risk approach: reinforcement of measures against locomotive syndrome (In-Body measurement, exercise guidance, EMS promotion, etc.).



Sleep : Conduct sleep seminars, develop video viewing.

Smoking cessation: Non-smoking activities.

Dental and oral health: In-house dental checkups, tooth brushing guidance, etc.

As a population approach, Nissan has designed a data-driven health promotion and is working to disclose health data and the results of the analysis that has emerged through an internal portal.

In-house clinics are able to plan and formulate detailed activities based on receipt data, and are able to respond with high sensitivity to absence results and disease trends.

In recent years, the high-risk approach has been part of the aging population control measures to combat locomotive syndrome. We strive to improve conditions and prevent illnesses by providing detailed support to raise awareness of health and work to improve it through initiatives that leverage the strengths of each of our in-house clinics.

Nissan will continue to strengthen activities such as treatment of illnesses through support for work-life balance, and will make solid efforts in physical health care, including prevention of illnesses by raising health awareness, with the aim of reducing the number of employees taking time off from work.

Early detection of disease

Although there is no significant difference from the national average in the screening screening uptake rate for cancer, we are steadily raising the screening uptake rate for cancers that have a high cure rate due to their significant impact on employees' quality of life and early detection and early treatment. Improvement of screening uptake rate: colorectal cancer, stomach cancer, lung cancer Improvement of cancer screening uptake rate: uterine cancer, breast cancer

Treatment of Diseases

Since April 2024, Nissan established “Life Support Leave” so that employees can continue to work with peace of mind while undergoing medical treatment in the event that they become ill. Life Support Leave allows employees to take 5 days off per year with pay not only for their own medical treatment, but also for recheckups and thorough examinations, leave for PMS and menopausal symptoms, and vaccinations.



Promoting Femtec Activities...DEI Initiatives

Nissan has partnered with Cradle Inc. to introduce health support measures including DEI promotion and FemTech areas for employees and their partners and families.

FemTech is a combination of the words “female” and “technology,” and is based on the concept of using technology to solve women's health issues such as menopause, menstruation, and infertility treatment.

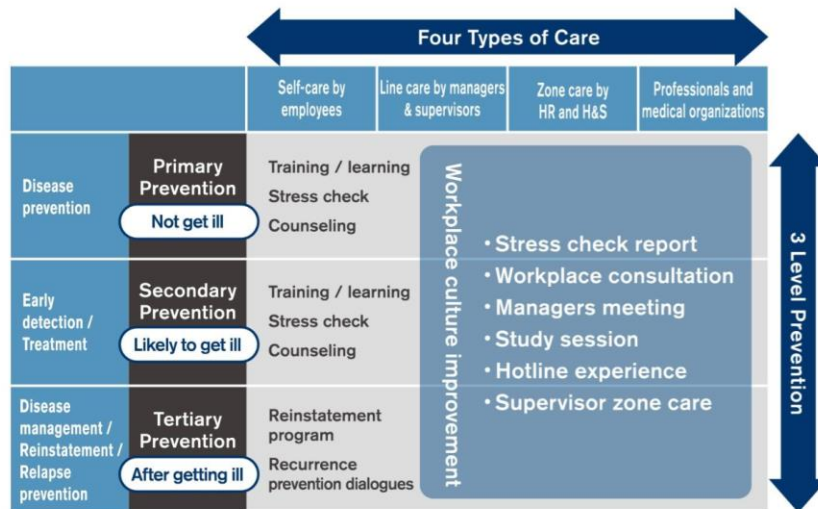
While menstruation is an issue unique to women, menopause and fertility treatment are common issues for both men and women, so Nissan has introduced this program for both men and women. The program is also available to employees and their partners and family members.

These measures, such as holding seminars on “FemTech for DEI Promotion,” are not only intended to support employee health promotion, but are also positioned as one of the activities for DEI promotion.

Based on the Equity approach of providing support measures that are tailored to the circumstances of each individual employee, Nissan is working to improve the work-life balance of its employees and create a workplace environment that allows its diverse human resources to reach their full potential.

Comprehensive mental healthcare

Mental healthcare in Japan includes the following features.



Achieve the “Four Types of Care” and “Primary, Secondary, and Tertiary Prevention” within the EAP

- * Enhancement of “self-care” through implementation of stress checks
- * Promotion of “line care,” workplace climate improvement activities based on the results of in-house questionnaires
- * Introduction of stratified “zone care”
- * Comprehensive reinstatement support program
- * Enhanced prevention of recurrence through in-house rework facility

EAP : Employee Assistance Program

Line care for managers and supervisors

Nissan has long been actively involved in line care, which is an improvement in workplace culture, by analyzing stress levels through in-house questionnaires. Nissan has been actively involved in line care, which is the improvement of workplace culture, for many years.

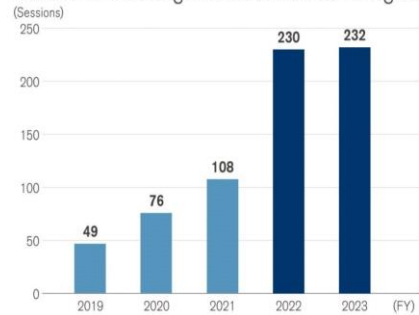


報告会の様子



Debriefing sessions on the results of organizational analysis are held in all divisions. The key to promoting improvement activities is for managers to recognize the results and motivate activities associated with the results. Therefore, in recent years, we have started to hold debriefing sessions and departments, but rather by holding a debriefing session on the results of organizational analysis for each small unit. This is to expand improvement activities.

Number of debriefing sessions on results of organizational analysis



Zone Care

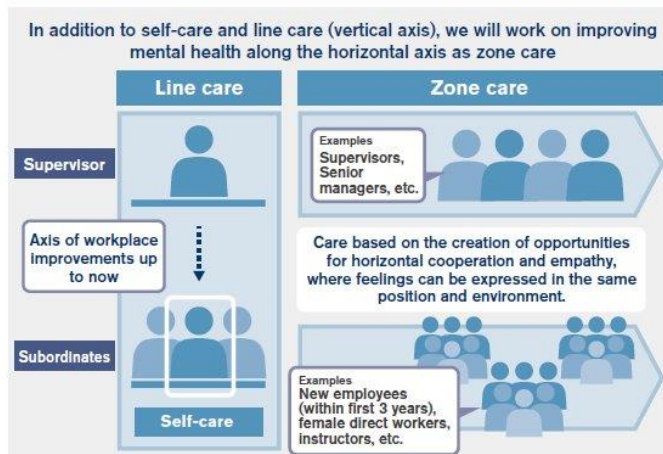
Recent analysis of mental absenteeism and stress level stratification has revealed the need for care for certain groups of employees. Nissan has named this care “Zone Care” and is implementing the following

New graduates and mid-career hires experience a consultation service (once a year until the third year of employment.)

Online sessions for indirect workers

Discussions and sessions for younger workers

Roundtable meetings and coaching activities as part of the chief engineer's zone care



The foundation of Zone Care is dialogue-based care. Through daily dialogue, mentoring can take place, and if there is a malfunction, there are more opportunities to become aware of it, and through subsequent dialogue, to connect with a specialist.

Not only does this foster a culture of “noticing,” “listening,” and “connecting,” which are the fundamentals of line care, but it is also expected to improve mental health problems through dialogue with supervisors. The experience of the consultation service is particularly popular among the employees.

In particular, the counseling service is provided once a year to employees up to their third year of employment, and it has led to support for young employees to seek advice and early detection of those with mental disorders. Furthermore, from FY2023, we are strengthening employee care by expanding the number of eligible employees.

In mental health care, we will continue to emphasize communication and dialogue, expand zone care, and further enhance self-care and line care to not only reduce the number of employees with mental illnesses and those who are absent from work, but also to create people and workplaces where each individual can work with vitality.

“KENKO KEIEI” Outcome

		FY24 result	FY23 result	FY22 result	Remarks
Work Engagement		49.5	49.7	50.2	The base deviation value is 50 with FY19 before the coronavirus pandemic, and the lower the value, the better. <small>*We have been understanding the individual situation since FY09 using our own proprietary indicators developed in-house. It has been confirmed that this survey has a strong correlation with the new simplified occupational stress questionnaire (shortened 80-item version).</small>
Presenteeism		8.7 (23.4%)	8.7 (76.8%)	8.7 (75.9%)	SPQ: The Single-Item Presenteeism Question the scale is developed by “The University of Tokyo Working Group”
Absenteeism	Physical	6.6	7.0	7.1	Rate per thousand. More than 30 days of absence.
	Mental	9.9	10.2	9.3	Rate per thousand. More than 30 days of absence.

Data Attribute

	Male	Female
Percentage of employees	85.76%	14.24%

“KENKO KEIEI” Data

Target : Nissan Motor Company, Ltd.

Last update: Oct. 2025

	FY24 result	FY23 result	FY22 result	Remarks
Health checkup rate	100%	100%	100%	Includes 2,309 fixed-term employees
Close examination rate	85.8%	78.2%	73.1%	same as above
Percentage taking part in habitual exercise	29.8%	26.8%	26.7%	same as above
Percentage getting sufficient rest from sleep	72.1%	67.7%	67.6%	same as above
Percentage of nonsmokers	77.4%	75.8%	76.5%	same as above
Percentage with glucose metabolism observations	34.6%	32.8%	31.5%	same as above
Percentage with confirmed hypertension	21.4%	20.5%	23.6%	same as above
Percentage maintaining optimal weight	65.6%	66.6%	61.4%	same as above
Percentage motivated to improve lifestyle	75.9%	74.3%	74.8%	same as above
Pep Up enrollees	77.0%	71.5%	68.6%	Health App Recommended by Nissan Health Insurance
Stress Check Rate	97.0%	94.8%	94.3%	Includes 2,725 fixed-term employees
High Stress Ratio	12.4%	12.6%	12.1%	MHLW of Japan’s standard
Debriefings of Stress Check Organization Analysis	196件	232件	230件	
Workplace Improvement Activities	368件	412件	336件	
Utilized Consultation Services	1376人	1461人	858人	Main participants: direct employees within 3 years after joining company
Health Management Conference	Meeting on planning : 12 times Meeting on activities : 12 times	Meeting on planning : 12 times Meeting on activities : 12 times	Meeting on planning : 12 times Meeting on activities : 12 times	