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# Employees' Health and Safety

## Employees' Health and Safety Policies and Philosophy

To demonstrate that occupational health and safety are the top priorities in Nissan business activities regardless of country, region, or division, as well as cultivate a corporate culture that respects human health and safety in all aspects of business, we established the Global Policy on Occupational Health and Safety.

Our Basic Policy states that "From top management to each individual employee, Nissan recognizes that the health and safety of everyone is our top priority.

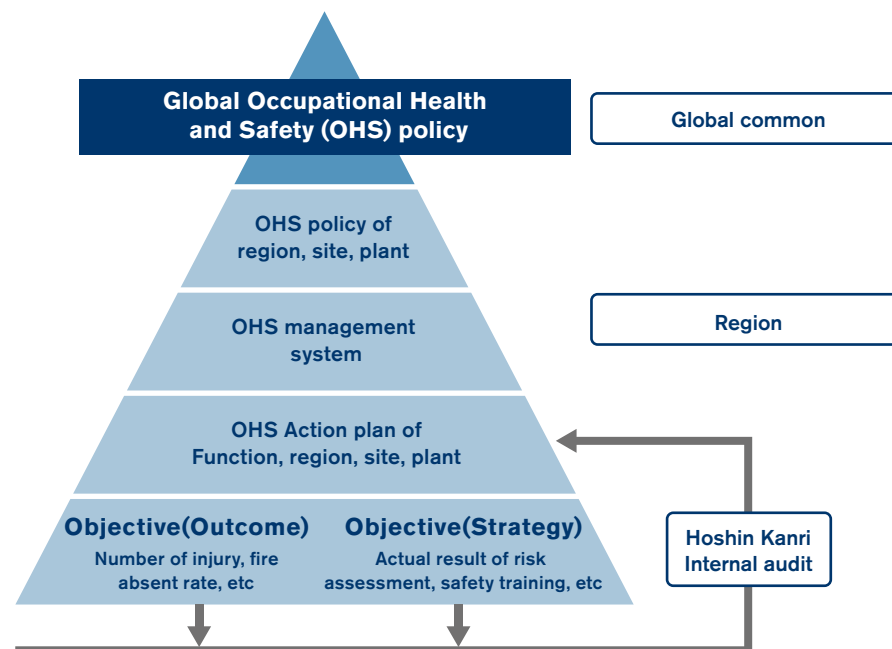
The company continuously and aggressively strives toward realizing zero-accidents, zero-illness, and vigorous workplace safety by optimizing the working environment and business processes and promoting individual physical and mental health."

Nissan also stipulates the following specific policies as the main items in eight areas, as well as the roles and responsibilities of all officers and employees regarding health and safety.

1. Compliance
2. Health and safety activity planning and monitoring
3. Preliminary health and safety evaluations when planning equipment and operations
4. On-site partner company management
5. Health and safety education, work guidance
6. Accident reports and similar accident prevention
7. Health promotion
8. Infectious disease control

At bases in Japan and overseas, Nissan uniformly implements management with regard to workplace environment health and safety based on the Global Policy on Occupational Health and Safety. Nissan places great importance on occupational health and safety promotion in the collective agreements concluded with labor unions and promotes various health and safety practices in the workplace.

### Positioning of the Global Occupational Health and Safety Policy



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## Nissan Global Occupational Health and Safety Policy

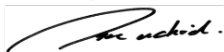
### Shared core value

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



Makoto Uchida

## Employees' Health and Safety Management

In Japan, we hold a Central Health and Safety Committee meeting each year chaired by the executive in charge of human resources and attended by management and labor union representatives from Nissan facilities.

Activities over the past year are reviewed in such areas as workplace safety, fire prevention, mental health, health management, and traffic safety, and then plans are laid out for the following year. The Health and Safety Committee at each facility meets each month, and these meetings are attended by labor union representatives. A health and safety officer and a traffic safety officer are assigned at each workplace to ensure the effectiveness of day-to-day safety activities.

Globally, each facility applies the PDCA cycle. Twice a year, remote meetings with all global Nissan facilities are held to share information and discuss key issues. Regional managers for employee health and safety also meet every other year for a Global Safety Meeting.\*1 In the event of an accident, its details and responses are swiftly shared with facilities around the globe in an effort to prevent the recurrence of similar accidents.

Many facilities both in Japan and globally have introduced occupational health and safety management systems including the OHSAS 18001\*2, and at the same time compliance with the new standard ISO 45001\*3 is also progressing at these facilities. These efforts create a strong structure for ensuring the implementation of employee health and safety activities.

\*1 In fiscal 2020 and fiscal 2021, the group meeting was suspended to prevent the spread of COVID-19 infection.

\*2 OHSAS 18001: An internationally recognized standard for occupational health and safety management systems. Certification can be obtained from a third-party accrediting body.

\*3 ISO 45001: Another internationally recognized standard for occupational health and safety management systems that replaces OHSAS 18001.

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## Employees' Health and Safety Achievements

### Employee Safety Initiatives

#### Global Standardization of Occupational Safety Standards

It is essential to create a workplace that takes into consideration the health and safety of each individual in order for employees to reach their full potential.

Nissan has introduced its own safety and fire risk management diagnostic method to proactively identify potential occupational accident risks in the workplace and is taking measures to address them. Since 2010, we have been globally standardizing metrics related to occupational safety and are monitoring the status of workplaces around the world.

#### Creating Safe Workplaces

Two tools developed internally by Nissan to identify the risks associated with work accidents at all sites in Japan and overseas are the Safety Evaluation System (SES), and to identify the risks of fire accidents, the Fire-Prevention Evaluation System (F-PES). They call for workplace patrols in accordance with established evaluation standards to identify potential dangers and fire risks. The use of these has been effective in achieving these aims.

Since 2011, we have continued to systematically carry out Kiken Yochi Training (KYT) —literally “risk-prediction training” —at plants in Japan to raise awareness among individual workers of the risk of accidents and thereby help prevent their occurrence. This training instills an awareness of danger among workers, thus reducing the risk of their becoming involved in

work accidents.

In addition, rather than implementing measures after an accident occurs, we introduced risk assessment as a means of identifying potential hazards or harms in the workplace to reduce or eliminate them. This practice has taken root in all workplaces, where it is continuously and systematically implemented on equipment and operations in the workplace.

We have established global common standards for reporting on work accidents or outbreaks of fire that occur in any of the production sites. The person in charge where the accident or fire occurred must report without delay to Nissan Motor Co., Ltd. (NML). NML will dispatch information and measures as well as instructions to each company site, compiled based on the report. This helps prevent similar disasters or accidents. Despite these efforts, regrettably, an accident occurred at Nissan Kyushu resulting in the death of an employee. Nissan investigates the causes of all accidents, fatal or otherwise, and implements thorough measures to prevent recurrence at all plants.

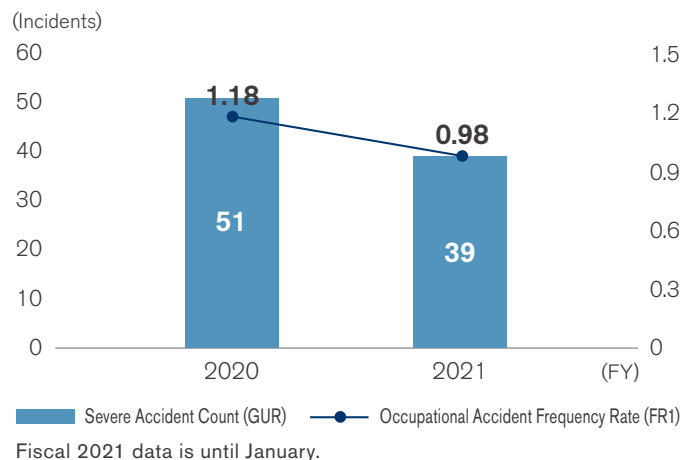
Nissan has adopted the occupational accident frequency rate (FR1)\*1 and severe accident count (GUR)\*2 indicators for the purpose of comprehensive monitoring of occupational accidents, and manages the progress of each. We have set the goal of continuously achieving an occupational accident frequency rate below the previous year's results for the entire company, and aim to reduce the number of fatal accidents to zero.

\*1 Occupational accident frequency rate (FR1: Frequency Rate 1): Frequency rate of accidents with predefined symptoms (Number of accidents with predefined symptoms) x 1,000,000/ total working hours x 1.1

\*2 Severe Accident Count (GUR): Fatal accidents (G: Grave), accidents resulting in residual disability (U: Unrecoverable), number of serious injuries with no aftereffects but with predefined symptoms (R: Recoverable but serious)

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### Occupational Accident Frequency Rate and Serious Accident Count (Global)



### Improved Production Line Environment

Nissan seeks to fulfill its mission of engaging in “human-friendly production” by continuously improving the workplace environment at its manufacturing facilities worldwide. At workplaces with high summer temperatures, for example, the physical burden on employees is heavy and there is the risk of suffering from heatstroke. We have installed internal cold-air ducts and ensured there are set breaks to drink water, particularly in locations with considerable workloads. Constant improvements are being made to allow employees to work in a comfortable environment.

### Countermeasures against COVID-19

In response to COVID-19, Nissan formulated the global guidelines for COVID-19 countermeasures. Our basic approach has been to formulate and implement COVID-19 countermeasures that protect employees and their families from infection with preventative measures aimed at avoiding the spread of COVID-19 infections both within the company and in wider society. These efforts have been implemented uniformly at all global sites, with implementation status shared in an effort to promote these countermeasures.

We promote diet, sleep and exercise as the basis for boosting immunity to minimize COVID-19 infections. We are also taking measures that include working from home, encouraging staggered work hours and providing masks. The rules for employees are to check their health condition at home before going to work, and if the employee is not feeling well, they should stay at home or thoroughly monitor their temperature, frequently disinfect and wear a mask while in the workplace. Masks are provided to employees at all sites. In some areas, Nissan distributes COVID-19 Family kits, which contain masks and disinfectants, to support employees as well as their families. In addition, we are proactively vaccinating in the workplace as an effective measure to prevent infections and reduce the severity of symptoms. At the same time, in terms of internal measures, we ensure physical distance is maintained in all areas, including between desks and in meeting rooms, and if physical distance cannot be maintained, partitions are installed to prevent droplet infection. We also thoroughly disinfect furniture and shared office equipment, as well as disinfect meeting rooms before and after use. Company employee cafeterias are considered to be the place with the highest risk of infection from droplets or human contact thus countermeasures are under way at all work sites.

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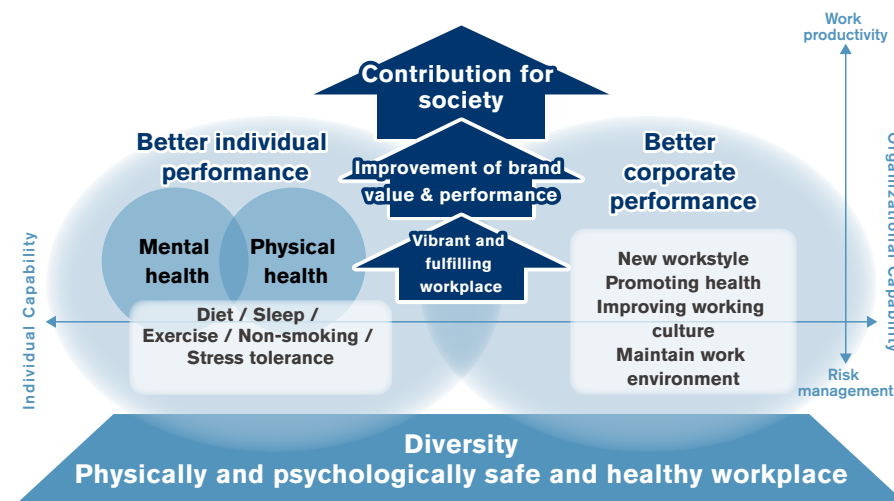
In Japan, as soon as we know an employee has taken a PCR test, we disinfect the workplace, identify who the employee has been in contact with and ask the employee to wait at home for test results among efforts to thoroughly prevent the spread of COVID-19 infections within the company and throughout society. Additionally, we installed CO<sub>2</sub> monitors and circulators on production lines and in employee break rooms to enhance ventilation measures among efforts to strengthen countermeasures based on market trends. Going forward, Nissan will maintain efforts to strengthen countermeasures protecting employees, their families and society.

## Employee Health Promotion and Management

### Basic Approach

Mental and physical health are essential for creating workplaces where employees can work with vitality and lead healthy lives with their families also after retiring from Nissan. Nissan considers the health and safety of employees to be not only an issue for individuals but also an important issue for Nissan to survive as a company that continues to contribute to society. In the Basic Policy on Health and Safety, we make the Health Declaration: "Health and Safety is a core value and the highest priority at Nissan." We are thus working on the realization of health and productivity management, in which we consider the health of our employees from a management perspective and implement measures strategically and honestly.

## Nissan's Health and Productivity Management

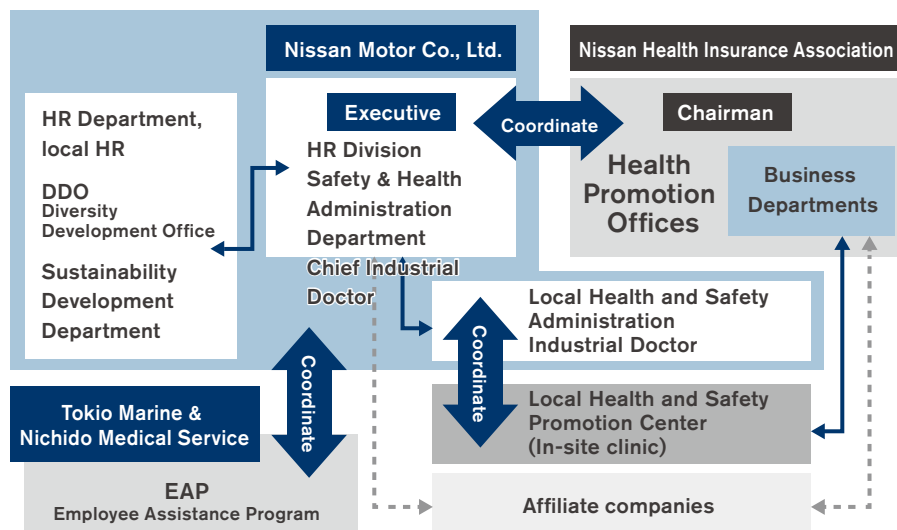


**Shared core value**  
**Health and safety is our core value and top priority**

### 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.

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### Approaches to Health Issues

Under the health promotion organization in Japan, we visualize the health status of employees through data, and based on the data we analyze and predict the risk of disease, then implement health promotion activities and individual improvement programs. In order to engage in more effective efforts, we create a health management strategy map to visualize company health issues and promote companywide efforts, while also creating strategy maps for each site to conduct health promotion activities incorporating regional characteristics and conditions at each site. We also hold regular meetings on health management to strengthen the implementation of health promotion efforts.

### Companywide medium-term business plan efforts

#### Health Management Strategy Map

Health issues	Health investments	Health investment efficacy			Management issues to resolve with health management
		Indicators regarding health investment implementation efforts	Indicators on employee awareness and behavioral changes	Indicators on health-related targets	
Physical / mental exhaustion causing more employees to take time off Insufficient mechanism for increasing health awareness	Implement activities based on health management promotion Create healthy people	Health investment outcome indicators · Event participation rates · Follow-up on results of health checks · Improved activity rate based on results of stress checks, etc.	· Health surveys · Improvements in diet, sleep and exercise · Increase number of thorough medical exams · Increased satisfaction due to expansion of work-life balance support · Implement survey after workplace improvement activities, etc.	· Improve work engagement*1 · Improve health literacy*2 · Reduce presenteeism*3 · Reduce absenteeism*4	Realize corporate purpose ↑ Realization of a company where each person can work energetically

Leveraging the best characteristics of each site so the entire company can work as one

#### Promoting health activities based on strategic maps at each site

* 1 Work Engagement	A positive and fulfilling psychological state related to work, meeting the following three criteria: "Work makes me feel energetic and alive" (vitality) "I am proud and feel my work is rewarding" (enthusiasm) "I am enthusiastic about my work" (devoted)
* 2 Health Literacy	The power to determine one's health by making decisions based on health information, defined as follows: · Knowledge, motivation and ability to obtain, understand, evaluate and utilize health information · Judgment and decision-making regarding healthcare, disease prevention and health promotion in everyday life · Maintaining and improving quality of life throughout one's lifetime
* 3 Presenteeism	Despite being in poor health, employees come to work and efficiency suffers as a result.
* 4 Absenteeism	Chronic leave-taking or absence from the workplace due to poor mental or physical health that prevents work from getting done.

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## Solid Efforts toward Physical Healthcare

In Japan, Nissan is focusing efforts on the following physical healthcare initiatives:

### Prevention of illness

- \* Health promotion activities targeting COVID-19
- \* Health literacy improvement activities
  - Introduction and utilization of the health application “PEP-UP”
  - Approach to exercise, sleep and diet
  - Smoking cessation activities

### Early detection of illness

- \* Enhancement of healthcare guidance based on the results of regular health examinations
  - Specific healthcare guidance
  - Health promotion activities for under 40-year-olds
- \* Thorough promotion of detailed medical exams
- \* High-risk approach in line with business-site specific issues in medical examination results

### Treatment of illness

- \* Enhancement of balanced support

Due to lifestyle changes caused by COVID-19, weight gain became noticeable in fiscal 2020 medical examination data. In order to prevent an increase in lifestyle-related diseases over time, since fiscal 2021 we have continuously promoted “Lose Your COVID Weight” efforts companywide.

Lose Your COVID Weight	Goal	FY2021 Results
Reduce number of people with a BMI of 25 or higher	2.5% reduction	1.0% reduction

In terms of weight loss measures, with the rapid rise in working from home among other lifestyles, weight gain from lack of exercise is the biggest contributing factor, thus we are promoting activities aimed at increasing the level of physical activity throughout the company leveraging the characteristics of each site.



Due to the protracted nature of the COVID-19 pandemic, Nissan will steadily continue efforts supporting weight loss. We will also continue the steady implementation of physical health care, including preventing illness through a heightened awareness of health, while reducing the number of employees taking leave by strengthening efforts toward the early detection of illnesses through medical examinations and treatments supporting a work-life balance. In this way, we will realize workplaces where all employees can work with enthusiasm.

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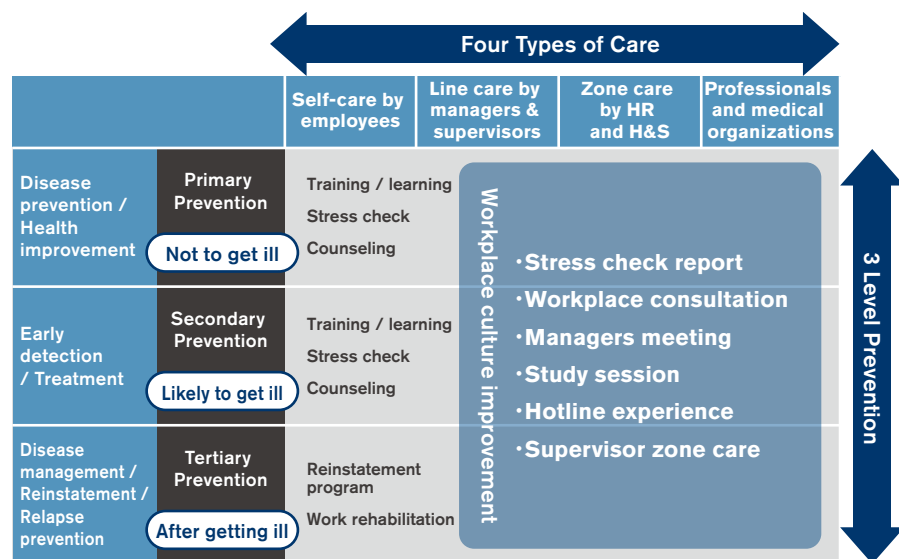
## Comprehensive Mental Healthcare

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

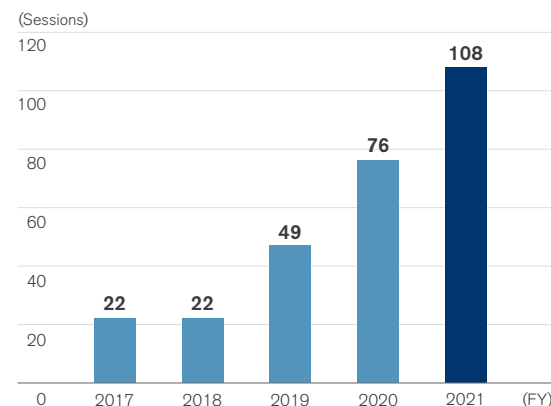


For many years, Nissan has been proactively working on line care, which is an improvement in workplace culture, by analyzing stress levels through using in-house questionnaires.

In promoting improvement activities, the point is for superiors (managers, supervisors) to acknowledge the results of their own organizational analysis and motivate activities according to the results.

Accordingly, in recent years, Nissan has been expanding improvement activities by holding organizational analysis result report meetings in as small a format as possible.

## Organization analysis result debriefing sessions



Amid close examination of organizational analyses and the promotion of activities, recent mental health leave numbers and the stratified analysis of stress levels reveal a remarkable need for care among some employees. Nissan calls this “zone care” and in fiscal 2021, implemented the following:

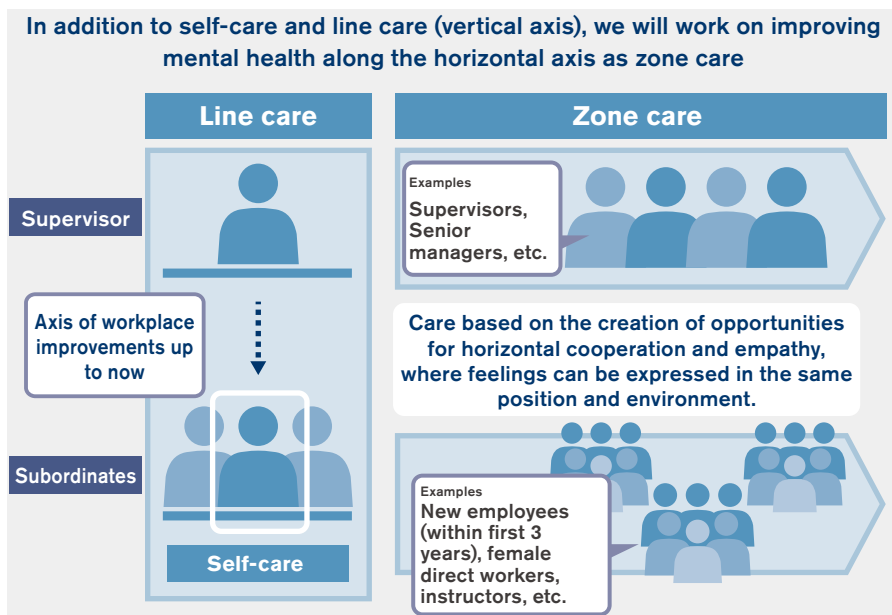
- Hotline experience for new graduate and mid-career hires



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- Online sessions for indirect employees
- Youth round-tables, sessions
- Round-tables and coaching activities as a supervisor zone care

Nissan will expand zone care, further enhance self-care and line care, reduce mental illness and leaves of absence, and strive to create workplaces where all people can work energetically.



## Social Evaluation of Health Promotion Activities

In Japan, Nissan positioned the excellent health management corporation certification system of the Ministry of Economy, Trade and Industry as our health management system, and we have been promoting health improvement activities accordingly. As a result, Nissan has been certified as an excellent health management corporation since 2019.

In 2022, the Japan Sports Agency certified Nissan as a Sports Yell Company actively engaged in sports to improve the health of employees.

Nissan will continue to pursue health and productivity management to create a workplace where employees can work safely, comfortably and in good health, both physically and mentally, because we believe everyone, from the top to each employee, working with vitality will realize activation of the organization and lead to Nissan's growth and contributions to society.

