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# EMPLOYEES' HEALTH AND SAFETY

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## Employees' Health and Safety Policies and Philosophy

Nissan places great importance on occupational health and safety in the collective agreement between the company and its labor unions. Nissan has formulated a Basic Policy of Health and Safety and is promoting various health and safety practices in the workplace. In the Basic Policy, as a shared core value, we tout "Safety and Health is our core value and top priority." 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 promoting individual physical and mental health." In accordance with the Basic Policy, we promote practices that reduce the burden on workers and make it easier to carry out their work, as well as ensuring that employees' health is a top priority. They have been established as key tenets in Nissan's companywide Basic Policy of Health and Safety.

### Nissan Motor Co., Ltd. Basic Policy of Safety and Health

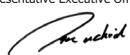
(Shared core value)

**Safety and Health is our core value and top priority.**

(Basic Policy)

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 promoting individual physical and mental health.

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



Makoto Uchida

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## Employees' Health and Safety Management

The work environment relating to employee safety and health is managed uniformly according to a Basic Policy of Safety and Health at all Nissan sites, both in Japan and globally.

In Japan, we hold a Central Safety and Health 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 Safety and Health Committee at each facility meets each month, and these meetings are attended by labor union representatives. A safety and health 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 (plan, do, check, act) cycle. A teleconference is held twice a year linking all Nissan facilities worldwide to share information and discuss key issues. Regional managers for employee safety and health 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.

Nissan has set global medium-term goals for health and safety and is managing their progress. We are aiming for zero fatalities and are currently

adjusting our fiscal 2022 target for the accident frequency rate based on a new calculation method. In the near term, we have set a goal for this fiscal year to achieve lower frequency than in the previous year.

Many facilities both in Japan and globally have introduced the OHSAS 18001\*2 occupational health and safety management system while 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 safety and health activities.

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

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

\*3 ISO 45001: Another internationally recognized standard for occupational safety and health 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 environment and take measures to address them to improve the work environment for employees. Since 2010, we have been globally standardizing metrics related to occupational safety, which used to vary among our global sites, and are monitoring the status of workplaces around the world every quarter.

#### Creating Safe Workplaces

Nissan employs its own safety management diagnostic methods, as well as a risk-assessment approach to workplace management, to help reduce hazards in the work environment and prevent accidents. Two tools developed internally by Nissan to identify the risks of work accidents 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 to help reduce incidents. The use of these tools has been effective in achieving these aims.

Global initiatives to avoid accidents and create a safe workplace include

inviting employees from Nissan facilities around the world to undergo training on workplace safety.\*<sup>1</sup> Responsible managers and leaders also received training in SES and F-PES in preparation for the implementation of these programs at all Nissan facilities worldwide, a process that began in fiscal 2014 and was completed in fiscal 2015.

Since 2011 we have been systematically carrying 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. Worker sensitivity is enhanced through repeated training on an ongoing basis.

We have established standards for reporting on work accidents or outbreaks of fire that occur in any of the production sites, and these standards are applied globally. If any serious work accidents such as fatalities, or outbreaks of fire that may have an impact globally occur, 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.

There were no fatal accidents involving Nissan employees globally in fiscal 2020, as was the case in fiscal 2019. However, in fiscal 2011, 2012 and 2013 there was one fatality each year in South Africa, Spain and North America, respectively. In fiscal 2016, two fatal accidents occurred—one in North America and the other in India. We investigated these fatal accidents and have implemented strict countermeasures to prevent such accidents from happening again at any of our plants. We monitor accident frequency

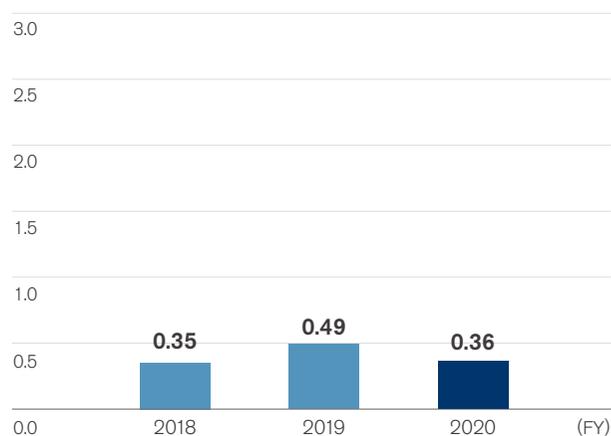
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rates,<sup>\*2</sup> and have confirmed rates are generally in line with the automobile industry average. As we are currently transitioning to a more comprehensive approach to frequency rate aggregation, this report contains only Japan's domestic rather than global rates.

\*1 In FY 2020, the practical training was suspended to prevent the spread of COVID-19 infection.

\*2 Accident frequency rate: Total injury cases ÷ total working hours × 1 million

### Accident Frequency Rate (Japan)



## 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 heat stroke. 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

We have set global guidelines for COVID-19 countermeasures and all global sites are taking consistent countermeasures and promoting such countermeasures by sharing information about the situation of implementation at each site. Our COVID-19 countermeasures are designed and implemented under the basic idea of protecting employees and their families from infection, as well as implementing measures to prevent infection and its spread not only within the company but also in society.

First of all, we are promoting healthy diet, good sleep, and enough exercise for enhancing immunity to prevent infection. As for specific measures, we are promoting work from home, staggered work hours, providing masks, and undertaking other initiatives. As part of strict implementation of rules for commuting to work, employees check their health before leaving home to work, and if they are not feeling well, they must stay at home. When entering Nissan premises, a body temperature check, hand disinfection, and mask-wearing are required. Masks are provided to employees at each site in Japan

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and other regions such as North America, Latin America, Europe, Africa, the Middle East, India, and Asia. In Africa, the Middle East, India, and Mexico, we distribute "COVID-19 family kits" containing masks, disinfectant, and other items to support both employees and their families.

As a countermeasure for areas within the company, social distance is maintained in all areas such as office seats and meeting rooms. And if distance cannot be maintained, partitions are installed to prevent droplet infection. In addition, we disinfect shared furniture and meeting rooms before and after meetings to thoroughly prevent contact infections. In particular, company cafeterias are considered to have the highest risk of both droplet and contact infections, so we are especially focusing on countermeasures at these facilities in all of our sites.

Furthermore, in Japan, as soon as an employee is found to have undergone PCR testing, the workplace is disinfected and those who have come into close contact with the employee are identified and suggested to stay home to prevent the spread of infection within the company and throughout the community.

When the so-called third wave of the pandemic came, we installed CO<sub>2</sub> monitors and circulators at the production lines and employee break time area to strengthen ventilation measures. In this way, we are constantly working to strengthen our countermeasures by monitoring the situation of the local trend.

We will continue to strengthen our COVID-19 measures for protecting employees, their families, and society.

## Employee Health Promotion and Management

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 safety and health 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 Health and Productivity Management, in which we consider the health of our employees from a management perspective and implement measures strategically and honestly.

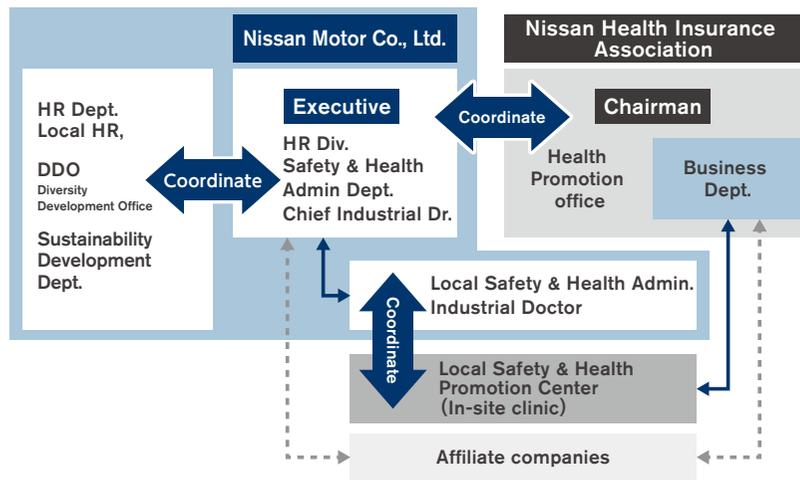
### NML's 'Health and Productivity Management'



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## Organizational Structure for Health Promotion

Nissan's health promotion activities are carried out to promote physical and mental health of employees, in cooperation with the Nissan Motor Health Insurance Association (Workplace Health Promotion Center) which has medical professionals, and Safety and Health Department of both head quarter and each site, and related departments at each site.



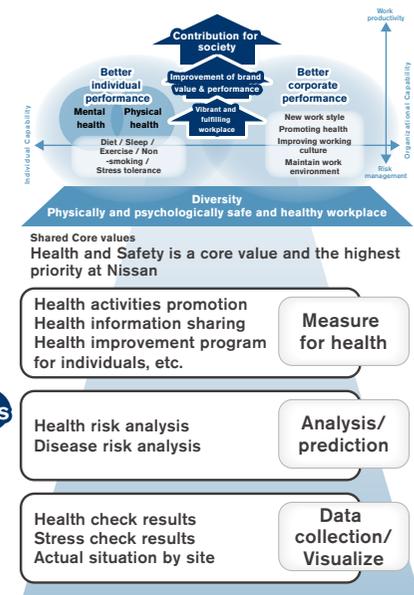
## Approaches to Health Issues

Under the aforementioned 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 set measures

for health issues for more effective efforts, we believe that single-year and medium-term plans are both necessary, and we are setting issues by integrating issues from annual reviews and medium-term issues based on a Strategy Map.

To promote health activities, the company, industrial doctors, the health insurance association, and partner companies hold health management meetings to implement a PDCA cycle of issues, measures, implementation, and progress. In fiscal 2021, the entire company is working together on health promotion activities to address health issues that have become apparent during the COVID-19 pandemic.

From top management to each individual employee aim to realize vibrant organization and workplace



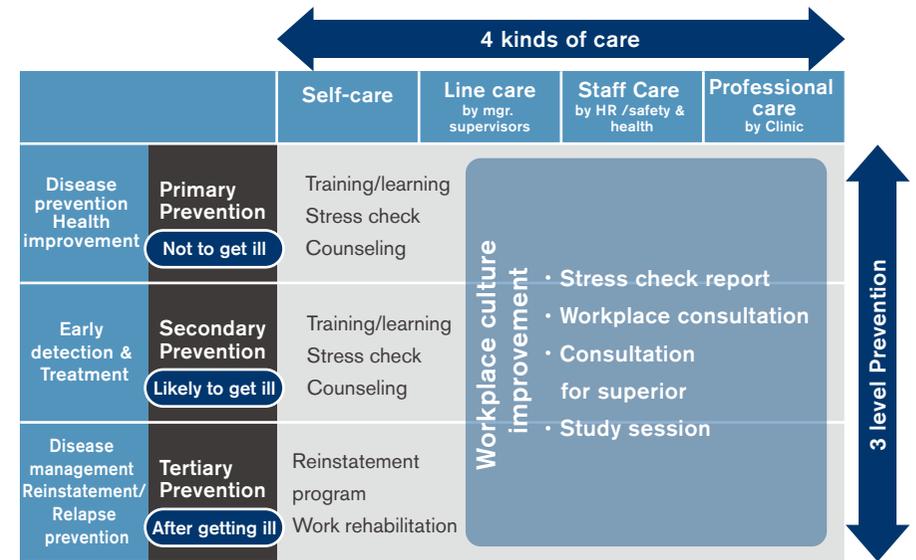
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## Comprehensive Mental Healthcare

As for mental health initiatives in Japan, in 2005, in cooperation with an external mental healthcare provider, Nissan introduced the Employee Assistance Program (EAP), which is a mental healthcare program providing employees with consistent care covering from prevention and early detection to treatment and recovery. The program is designed to achieve the "Four Types of Care" and "Primary, Secondary, and Tertiary Prevention" recommended by the Ministry of Health, Labour and Welfare. The program is open to all employees and their family members, including temporary employees, and provides access to consultation and counseling.

Furthermore, Nissan conducts stress checks and internal questionnaires in parallel. In the area of self-care, we are promoting individual follow-up interviews with company doctors for high-stress employees and counseling by outside counselors. On the other hand, as line care, we conduct organizational analysis using in-house questionnaires and send the analysis result sheets to all managers and supervisors.

In addition, debriefing sessions are held in all sites to raise awareness of the stress situation in the workplace and to raise recognition of necessity for improvement. To improve workplace culture, we also provide support for improvement activities by external experts to the high-stress workplaces and to the workplace requested by managers and supervisors.



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## Initiatives to Facilitate Returning to Work

One of the distinctive features of support for employees on mental health leave is the implementation of return-to-work programs and an in-house rework facility. Appropriate support is required to facilitate an employee's return to work in case of long-term leave or repetitive leave due to a mental or physical ailment. Nissan's return-to-work programs are designed to provide the necessary support to all relative employees by close communication with the concerned employee, supervisor, industrial doctor, and human resources to manage the progress of the return-to-work plan and its implementation. Also our rework facilities (a rehabilitation center to facilitate the smooth return of employees on long-term or repetitive mental health leave) incorporates cognitive-behavioral therapy by specialists and other programs suitable for Nissan employees. By facilitating return to work through such efforts, we have been able to suppress the recurrence of mental health leave.

## Management System for Health Promotion

Increasingly in today's society, employee's health is being viewed not only as an individual issue but also as a key element to the survival of corporations. This has put the strategic management of employee's health and productivity from business perspective in the spotlight.

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 activity according to the actual health issues and activities recommended by Nippon Kenko Kaigi (literally, "Japan health conference"). Nissan has been certified as the excellent health management corporation for three consecutive years since first application. Nissan will continue to pursue health and productivity management to create a work place 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.

