

# Nissan Motor Co., Ltd.'s KENKO Investment for Health



**NISSAN**  
MOTOR CORPORATION

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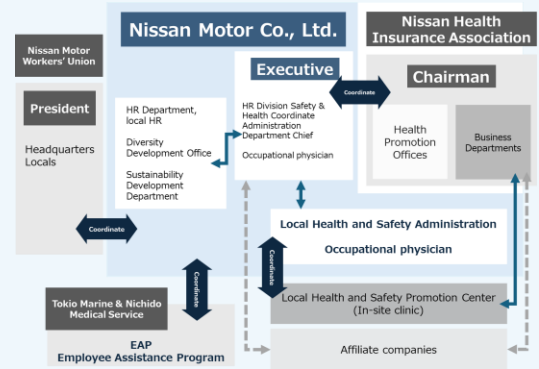
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# Promotion Structure

Nissan's health promotion is carried out collaboratively by medical professionals such as the Nissan Motor Health Insurance Society (Workplace Health Promotion Center) and Tokio Marine & Nichido Medical Service, together with the Human Resources Headquarters' Safety and Health Management Department, the health-promotion units at each workplace, and related departments. They work as one to support employees' physical and mental health by planning and implementing health measures.



## Health Management Promotion Meeting

To strengthen management of health promotion, we conduct Health Management Meetings in a systematic manner. In addition, the Safety and Health Committees held at all workplaces—where labor and management act together—serve as venues for promoting health management, raising employee awareness, and encouraging autonomous health activities, ensuring communication and thorough implementation among employees.

## Strengthening Intra-Workplace Collaboration

The Safety and Health Management Department assigns a coordinator for each workplace and enhances collaboration with each site's health-promotion unit, related departments, and specialists. This structure improves the effectiveness of initiatives and the quality of activities, enabling practices that incorporate workplace feedback. Emphasizing on-site efforts increases staff motivation and, as a result, creates a virtuous cycle of continuous improvement.

## On-site Clinics at All Workplaces

Nissan establishes clinics at each workplace to provide outpatient care, health checkups, and health guidance. Physicians, nurses, public health nurses and other medical professionals work together with the health insurance society and the company to plan and implement health measures.

Occupational  
Physician



About 20 people

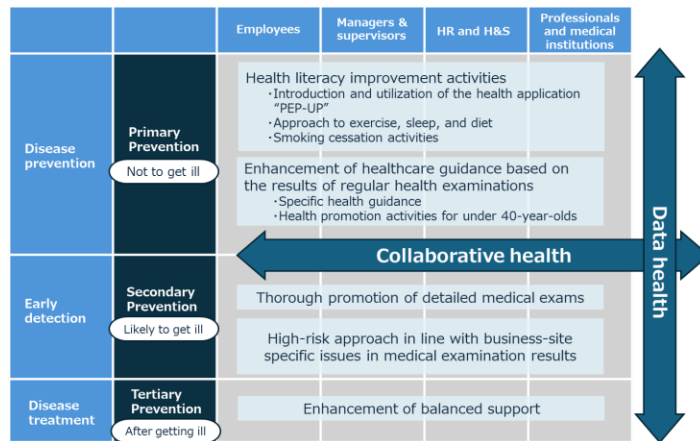
Occupational Health  
Staff



About 110 people

# Physical Health

To date, our physical health efforts in Japan have steadily focused on strengthening activities for disease prevention and early detection. From fiscal 2025 onward, we are placing greater emphasis on the treatment area—specifically “support for balancing work and medical treatment.”



## Disease Prevention

We promote multifaceted health activities that include diet, exercise, and sleep, achieving reductions in weight gain and improvements in obesity that increased during the COVID-19 pandemic. We have also incorporated measures for periodontal disease and heatstroke, and are working company-wide to prevent lifestyle-related diseases. Recently, we have begun activities that place particular emphasis on exercise.

## Early Detection of Disease

We concentrate on increasing uptake of detailed examinations and cancer screenings, and have introduced in-house support and financial subsidies. This promotes early detection and treatment of colorectal, stomach, and lung cancers, as well as uterine and breast cancers. As a result, screening participation rates have improved year by year. We also subsidize non-statutory gynecological screenings to make it easier for employees to undergo examinations.

## Treatment of Disease

From April 2024, Nissan introduced “Life Support Leave,” establishing a system that allows employees to take up to five days of paid leave per year for treatment, examinations, or when feeling unwell. In addition, a leave-of-absence system for the purpose of infertility treatment has been newly established, strengthening support for balancing work and medical treatment. These measures help create an environment where employees can continue working with peace of mind.

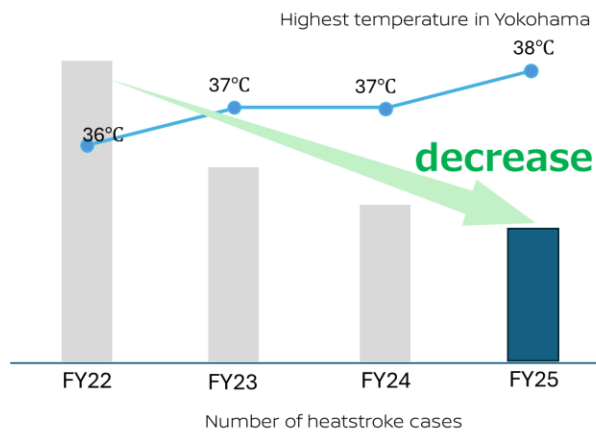
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# Physical Health



## Efforts to Ensure a Safe, Secure Working Environment and Protect Health

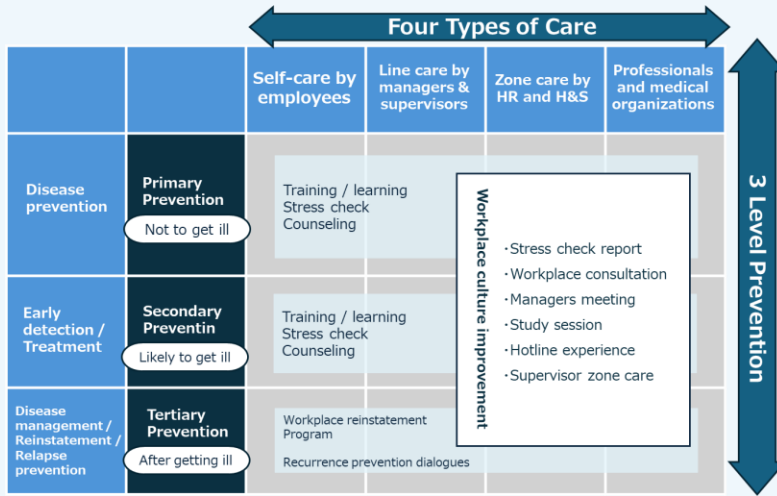
We strive to create an environment where employees can work safely and securely. Under the slogan “return home in the same condition as when you arrived at work,” Nissan Motor Co., Ltd. promotes hygiene management initiatives. Heatstroke countermeasures, in response to recent temperature rises, are positioned as important measures to protect employees’ lives, and various initiatives have been implemented. As a result, the number of heatstroke cases has tended to decrease each year regardless of rising temperatures.



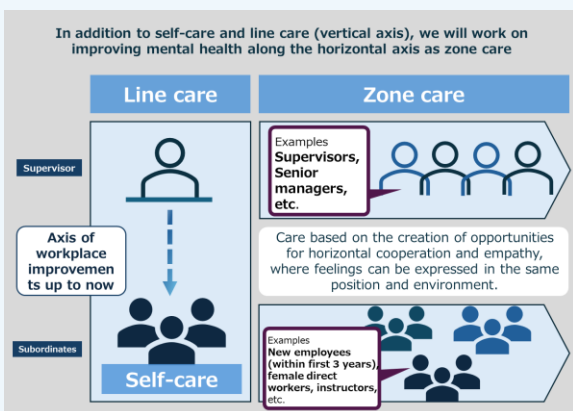
# Mental Health

Nissan Motor has been actively promoting “Line Care” —an initiative aimed at improving the workplace culture—for many years.

In addition, we hold organizational analysis briefing sessions across all departments, and in recent years, we have been expanding our improvement activities by conducting these sessions at smaller organizational levels.



Through our organizational analysis and related initiatives, a stratified analysis of recent trends in employees taking mental health leave and stress levels has revealed a need for specialized support for certain groups. Nissan has named this support program “Zone Care,” and our current initiatives include the following.



- Trial sessions for the “Counseling Service” for new graduates and mid-career hires
- Online sessions for administrative staff
- Discussion sessions and meetings for young frontline employees
- Discussion sessions and coaching activities as part of the foreman’s zone management
- Trial sessions for the “Counseling Service” to connect young employees with support

(FY)

	2023	2024	2025
Self-care training attendance rate (%)	96.2	97.4	97.2
Line care training attendance rate (%)	93.5	96.5	95.2

# Mental Health

## Initiatives to Improve Literacy

### Line Care for Supervisors

Based on an analysis of stress levels from internal surveys, Nissan has been actively working for many years to improve the workplace culture through Line Care.

### Zone Care

Through organizational analysis and ongoing initiatives, a review of recent data on employees taking mental health leave and a stratified analysis of stress levels revealed a significant need for support among certain employee groups. Nissan has named this support program “Zone Care” and is currently implementing the following initiatives:

- Trial counseling services for new graduates and mid-career hires
- Online sessions for employees in administrative roles
- Discussion groups and sessions for younger employees
- Coaching activities



The cornerstone of zone care is care that prioritizes dialogue. Through everyday conversations, we can provide mentoring; if a person is struggling, these interactions increase opportunities to recognize the issue, and subsequent dialogue allows us to connect them with specialists.

Moving forward, our mental health care initiatives will continue to prioritize communication and dialogue. We will expand our “zone care” programs and further enhance self-care and line-level support. Our goal is not only to reduce mental health issues and absences but also to create a workplace where every individual can thrive.

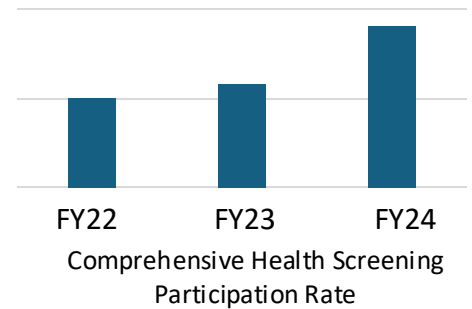
# Collaborative Health



As part of a collaboration between Nissan Motor Co., Ltd. and the Nissan Health Insurance Association, we are actively promoting various initiatives to support employee wellness.

## Free Comprehensive Health Checkups

By offering free comprehensive health checkups, we have lowered the barrier to participation for younger people. The number of participants has been increasing year by year, and more people are taking an interest in their own health. This initiative is helping to improve health literacy among employees and the local community.



## U40 e-learning

To improve the health of employees aged 40 and under, we offer e-learning courses focused on diet, exercise, and sleep at ages 31 and 36. Six months after completion, we provide an opportunity for participants to reflect on their progress, thereby establishing a system that helps them maintain these healthy habits.

## Women's Cancer Screenings

We have introduced mobile screening buses to some workplaces to provide cancer screenings for women. Since the time spent undergoing the screening is counted as work time, employees can receive the screening at their workplace without leaving the office.



## Smoking Cessation Support

As part of our health insurance association's initiatives, we are encouraging participation in "Remote Smoking Cessation" and "MinChalle Smoking Cessation." In addition, some clinics have established smoking cessation clinics, and we are working to create a workplace environment that makes it easier for employees to quit smoking.

# Various Initiatives

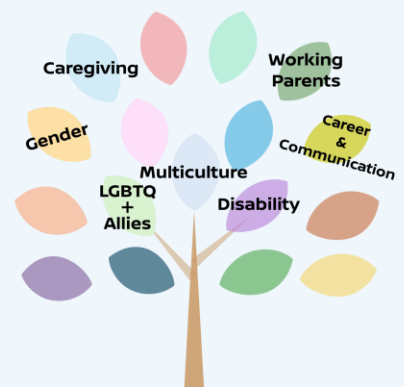
## DEI

Nissan Motor Co., Ltd. has partnered with Cradle Inc. to introduce health support measures—including femtech—for its employees and their families as part of its efforts to promote diversity, equity, and inclusion (DEI). Femtech is an approach that uses technology to address women’s health issues such as “menopause,” “menstruation,” and “fertility treatment”; the company provides support for “menopause” and “fertility treatment” as issues common to both men and women.

Employees and their families can access online seminars and medical support through partnerships with healthcare providers. These initiatives not only provide health support but also contribute to fostering a corporate culture that respects diversity. Through personalized support, Nissan aims to improve work-life balance and create a workplace where diverse talent can thrive.

## ERG

Nissan Motor Co., Ltd.'s Employee Resource Groups (ERGs) are voluntary groups where employees with shared interests or goals build networks and share knowledge and experiences. A key feature is that executives serve as sponsors, and these groups receive budgets and approved time off for their activities. Through groups covering a wide range of topics—including LGBTQ+ support, work-life balance for parents, multicultural exchange, gender issues, support for people with various disabilities, career development, and caregiving—we are working to create a workplace where everyone can feel secure.



# Trends in Target Values



		FY25 target	FY25	FY24	FY23	Remarks
<b>Work Engagement</b>		49.5 or less	49.7	49.5	49.5	The base deviation value is 50 with FY19 before the coronavirus pandemic, and the lower the value, the better. *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).
<b>Presenteeism</b>		8.7 or less (23.4% or less)	8.6 (24.0%)	8.7 (23.4%)	8.7 (23.4%)	SPQ : Single-Item Presenteeism Question Top section: Average score Bottom section: : Average work disability rate
<b>Absenteeism</b>	<b>Physical</b>	6.6 or less	6.7	6.6	6.6	Rate per thousand. More than 30 days of absence.
	<b>Mental</b>	9.9 or less	9.8	9.9	9.9	Rate per thousand. More than 30 days of absence.

		FY25	FY24	FY23	Remarks
<b>Health checkup rate</b>		100%	100%	100%	Includes fixed-term employees
<b>Close examination rate</b>		Calculating	85.8%	78.2%	same as above
<b>Percentage that are overweight (Over BMI25)</b>		32.4%	29.8%	26.8%	same as above
<b>Percentage taking part in habitual exercise</b>		74.1%	72.1%	67.7%	same as above
<b>Percentage getting sufficient rest from sleep</b>		76.9%	77.4%	75.8%	same as above
<b>Percentage of nonsmokers</b>		35.3%	34.6%	32.8%	same as above
<b>Percentage with glucose metabolism observations</b>		19.7%	21.4%	20.5%	same as above
<b>Percentage with confirmed hypertension</b>		64.7%	65.6%	66.6%	same as above
<b>Percentage maintaining optimal weight</b>		77.7%	77.5%	77.0%	same as above
<b>Percentage motivated to improve lifestyle</b>		81.7%	77.0%	71.5%	Health App Recommended by Nissan Health Insurance
<b>Pep Up enrollees</b>		96.4%	97.0%	94.8%	Includes fixed-term employees
<b>Stress Check Rate</b>		11.4%	12.4%	12.6%	same as above
<b>High Stress Ratio</b>		47 cases	196 cases	232 cases	
<b>Debriefings of Stress Check Organization Analysis</b>		393 cases	368 cases	412 cases	
<b>Workplace Improvement Activities</b>		1228 people	1376 people	1461 people	Main participants: direct employees within 3 years after joining company
<b>Utilized Consultation Services</b>		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 : 11 times	