

# Initiatives regarding People, Organizations, and Corporate Culture

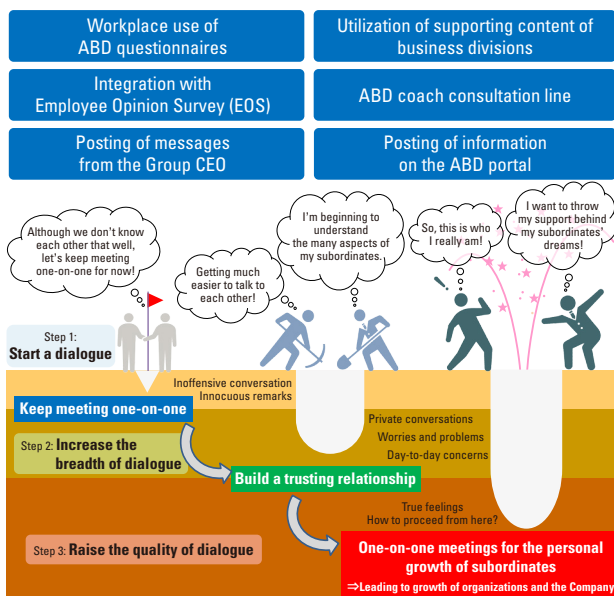
For the purpose of boosting self-motivation, a readiness to take on challenges, and greater participation by each and every employee in a safe and secure workplace, we continue to undertake initiatives from the following points of view: self-determined career formation, promoting DEI, and creating safe and secure workplaces.

## Self-determined career formation

The Panasonic Group encourages its employees to seize the initiative and take on challenges and we have a number of systems that support the self-motivated endeavors of employees. For example, in Japan we offer job transfers within the Group and external working experience (secondment to external start-ups, etc.), as well as in-company multitasking (offering concurrent postings within the Company). Approximately 1,000 to 2,000 employees every year put their hand up for these programs, and around 300–500 actually taking part in a new challenge. Even after we transition to an operating company system, we intend to keep running and further developing the system of job transfers within the Group across all operating companies as a Group-wide common program.

One other Group-wide initiative is the “A Better Dialogue” project, which supports every employee’s personal growth and challenges by enhancing the quality and quantity of dialogue with their respective managers. In addition to one-on-one meetings that bring out the aspirations of each and every employee, this project is comprised of three other components: development of individual career and capabilities, goal setting & management, and competency review. Since the Company-wide launch of this initiative in 2019, satisfaction levels of one-on-one meetings have risen every year to roughly 77% in Japan in fiscal year ending March 2022 (fiscal 2022).

### A Better Dialogue (ABD)



Every year we conduct the Employee Opinion Survey (EOS) targeting all Group employees as an initiative for conducting a fixed-point observation of the awareness levels of every employee concerning mainly employee

engagement as an indicator of employee self-motivation, employee enablement, and respect for the individual. The results are shared in the workplace and utilized in the development of human resources and organizations. Accordingly, the results of the survey are improving in terms of the number of favorable responses we receive.

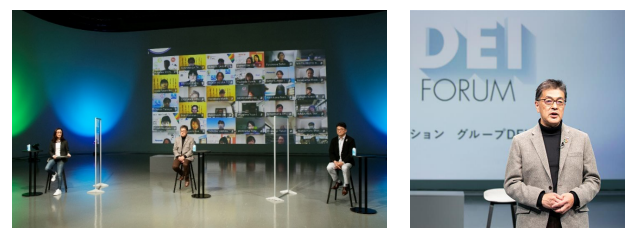
## Promoting DEI (Diversity, Equity & Inclusion)

We are currently promoting DEI from three perspectives based on the Panasonic Group DEI Policy. The first is “top management commitment.” This means management members themselves are committed to promoting DEI and do so by incorporating it into business strategies. Starting in 2022, we plan to accelerate the pace of our strategic initiatives by convening Group DEI Promotion Council meetings, for example. Furthermore, we are actively expressing our support for, and providing assistance to, various movements in society. For instance, the 30% Club Japan, a global campaign that aims to raise the proportion of women in critical decision-making roles in business, and Equality Act Japan, a signatory campaign that calls on the Japanese government to enact legislation protecting the LGBT community from discrimination. We utilize our support of these programs in Group initiatives.

### Promoting DEI from three perspectives



The second perspective is “creating an inclusive work environment.” It is about building a management and organizational environment where diverse individualities are valued and fully utilized. In October 2021 we hosted the Group DEI Forum. This event featured a live video feed broadcasted to around 6,700 participants, along with the streaming of pre-recorded videos. Each participant’s understanding of, and identification with, DEI



Group DEI Forum

was deepened thanks to a message from the CEO and a discussion session. It also gave them an opportunity to take action. Moreover, we continue to roll out unconscious bias training sessions in each geographical region in which we have a business presence. In Japan we are training ambassadors\* at all of our business sites in a bid to continuously expand these sessions to every organization manager and employee in the Group.

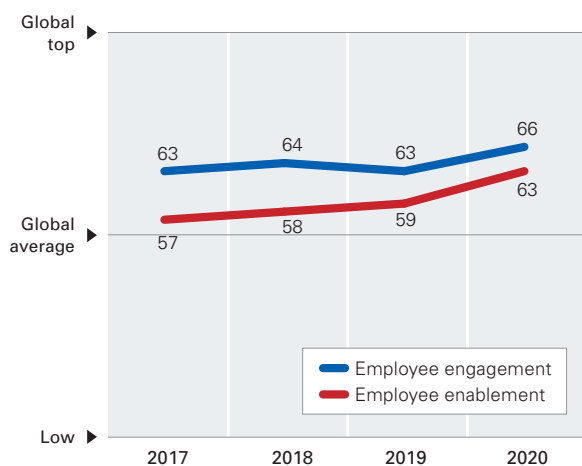
The third one is “support for unique individuals.” We are developing a support system and improving HR management systems and frameworks, among other measures, in an effort to provide support so that each person can make full use of their diverse individuality to have opportunities to grow. For example, in North America we support groups of women, ex-servicemen, people who identify as LGBTQ, millennials, and people with non-white ethnic backgrounds, which is driving the hiring, retainment, and employment of a more diverse workforce. In Europe we are rolling out a framework designed to support the empowerment of women mainly with a HR development program called Women in Leadership (WIL). And in Japan too we are engaged in activities to facilitate networking according to the various attributes of employees. This includes people with a disability, foreign nationals, women, and those who identify as LGBTQ.

In order to measure the results and progress of these initiatives, we intend to emphasize the positive response rate in the aforementioned Employee Opinion Survey (EOS). In the EOS, the scores in the category of respecting for the individual have improved in recent years, but by steadily propelling DEI initiatives up ahead, we will aim to lift the scores in other categories, particularly employee engagement and employee enablement, from around the global average at present to some of the highest levels in the world.

\*Unconscious bias ambassadors:

Trainers that run training sessions in the workplace to educate employees so that employees can be alert for the appearance of unconscious bias. Following an in-house application process, employees who have undergone the prescribed training are then internally certified as an “ambassador.”

#### Favorable response rate in Employee Opinion Survey (EOS) (Panasonic Group)



\*Percentage of favorable responses only, excluding “neutral” and “unfavorable” responses

\*Based on global survey results of the third party organization that conducts the Employee Opinion Survey

## Creating safe and secure workplaces

Safety and compliance are the major premises of business management. When it comes to occupational health and safety, we aim to create workplace environments in which employees can work safely and with peace of mind amid growing diversification among the type of people working on the manufacturing sites and how they are employed. We continuously promote equipment safety measures by training employees and making them aware of the Equipment Safety Standards, we guarantee safety during nonstationary operations, and we thoroughly manage the chemical substances we use. As for employee health, as an activity geared towards realizing health management, the Company, labor unions, and health insurance organizations have joined forces to encourage and roll out so-called “Healthy Panasonic Actions.” We are raising awareness about such actions and providing opportunities for employees to engage in them, based on the recognition that in particular, adopting appropriate lifestyle habits can boost the health and performance of employees. On top of this, we periodically check the stress levels of individuals and organizations and urge each workplace to make improvements.

As part of our response to COVID-19, we were quick to roll out workplace vaccinations in a bid to minimize the risk of infection at work or at home. Thanks to an education campaign led by the CEO and infectious disease experts, approximately 112,000 vaccinations have been administered throughout the Panasonic Group.

Also, with regard to compliance, we are encouraging employees to ensure that they have a correct understanding of relevant laws and regulations pertaining to their business and region and that they know about our global hotline “EARS” and how it can be used to detect issues from an early stage and prevent incidents from occurring. We are also stepping up awareness activities aimed at eradicating various forms of harassment in the workplace.

We are also continuously promoting the diversification of workstyles at our work sites. In Japan we have long encouraged the use of a work-from-home system. Given that COVID-19 has prompted us to adopt new workstyles leveraging the use of IT and digital technology, in April 2021 we set up a remote work system as a new option. The system abolished the premise that employees must always report to work. At this point in time, approximately 15,000 people are utilizing this system. At the same time, from the perspective of maintaining the health of employees and boosting their motivation, we are taking extra steps to set up a system for accurately gauging the working hours of employees working remotely and running training sessions to improve the communication skills of organization managers.

Also, on the issue of human rights, we comply with international norms. But above all, we are strengthening our stance on the prohibition of forced labor at corporations, the prohibition of child labor, the elimination of discrimination, the freedom of association, and the acknowledgement of the right to collective bargaining.