

Occupational Health and Safety

Management System

The purpose of the Panasonic Group's occupational health and safety management is to promote a comfortable, safe workplace based on the most advanced and best practices. Its aim is to contribute to the welfare of the Group's employees and the development of Panasonic's business. In addition, the Group has established in its regulations that it will give careful consideration to the health and safety of the subcontractors' employees who work full-time on Panasonic premises.

To maintain our occupational health and safety efforts—and to continuously improve them—Panasonic has implemented an occupational health and safety management system at nearly all of its global manufacturing locations (some of which are now under construction). The systems implemented at company locations consist primarily of the Panasonic Occupational Safety and Health Management System (OSHMS), which encompasses the OHSAS 18001 standard, supplemented with the Company's unique perspective. Panasonic also acquires and updates external OHSAS 18001 certifications for locations in all countries—52 in Japan and 92 overseas, as of December 31, 2018—where customers have requested it. At present, with the release of ISO 45001, Panasonic is preparing to shift from OHSAS 18001 to the ISO standards.

Panasonic uses OSHMS to give all employees clear roles and responsibilities, promoting engagement in health and safety-related activities by setting clear targets. The system also involves periodic reviews by the directors of business sites, thus allowing the Company to revise these activities as needed. Panasonic periodically—at least annually—conducts risk assessments to uncover any remaining risks of workplace accidents or illnesses and to reduce these risks, which it does decisively and in order of severity. Furthermore, when a workplace accident happens within the Company, Panasonic shares it as a case study through its corporate intranet, so that it can implement steps to prevent recurrences at all business sites.

Through OSHMS, all business sites in Japan have health and safety committees, composed of employees and managers, that investigate and debate employee hazard prevention measures, the causes of and recurrence prevention measures for occupational accidents, employee personal health problem prevention measures, and employee health maintenance and promotion measures. Moreover, to prevent occupational accidents caused by working together with employees of contractors operating on our premises, Panasonic has established occupational health and safety councils with these contractors, through which it maintains open lines of communication among workers and otherwise comprehensively manages health and safety.

At business sites where workplace accidents have occurred, Panasonic investigates the causes behind the incidents, implements measures to prevent recurrence, and shares accident case studies groupwide so that all business sites may implement preventative measures so as not to experience the same kinds of accidents themselves.

In March of each year, Panasonic establishes key groupwide directives, and during July's National Safety Week and October's National Occupational Health Week, the company endeavors to fully inform all employees of these directives, through efforts that include the president separately issuing memoranda related to the key groupwide directives for that fiscal year.

Panasonic Group staff in charge of health and safety also participate in an annual Employee Personal Health and Occupational Health and Safety Forum, where together they study case studies of efforts at different business sites, attend lectures by visiting instructors, and engage in other activities to increase their knowledge and to put it into practice at each business site.

In addition, Panasonic's Occupational Health and Safety staff attend presentations given by outside experts, share best practices on health and safety among business sites (including those overseas), and give awards to business sites with exceptional safety records at the health and safety forum held each year in September. These actions are designed to create a high standard of health and safety at Panasonic.

Policy

Panasonic strives to ensure the personal and occupational health and safety of its employees by sharing the Panasonic Code of Conduct, created by the board of directors, and the Panasonic Occupational Safety and Health Policy, issued by the president, to all Panasonic Group companies worldwide.

Panasonic Code of Conduct (Excerpts)

Panasonic has established that it will pay attention to the health of its employees and strive to secure a safe and comfortable workplace environment for them.

Chapter 3: Employee Relations

(2) Respect for Human Rights

4. The Company will give due consideration to the health of its employees and will maintain a comfortable workplace that meets all applicable safety standards.

▶ Panasonic Code of Conduct, Chapter 3: Employee Relations

<https://www.panasonic.com/global/corporate/management/code-of-conduct/chapter-3.html>

Panasonic Occupational Safety and Health Policy

The Panasonic Occupational Safety and Health Policy consists of an Occupational Safety and Health Declaration, as well as a set of Activity Guidelines for Occupational Safety and Health. The Company has set initiatives in eight areas that it is thoroughly undertaking.

Occupational Safety and Health Declaration

Panasonic Corporation is committed, based on its management philosophy of respecting people, to creating safe and both physically and mentally healthy workplaces through consistent effort and appropriate and careful attention.

Activity Guidelines for Occupational Safety and Health

1. Legal and regulatory compliance

Each business unit should establish its own internal policies and procedures to fulfill the relevant legal and regulatory obligations relating to occupational safety and health, and to ensure compliance.

2. Management resources

Each business unit should devote staff, technology, and capital to creating workplaces that are safe and healthy.

3. Establish, maintain, and improve an occupational safety and health management system

Each business unit should establish an occupational safety and health management program, and regularly maintain and improve it.

4. Definitions of roles, authorities, and responsibilities, and organizational maintenance

To administer the occupational safety and health management program and to promote continuous autonomous improvement, each business unit should define the roles, authorities, and responsibilities of the elected head, legal staff, managers, and supervisors of the program.

5. Removal and reduction of hazards and potential causes of damage

Each business unit should assess risks, identify hazards and potential causes of damage, and remove or reduce them.

6. Setting goals and formulating and implementing a plan for occupational safety and health management

The management and employees of each business unit should work together to assess the occupational safety and health status of workplaces, identify disasters and potential threats to health, establish goals, and formulate and execute a management plan for the occupational safety and health program.

7. Auditing and review by management

Each business unit should conduct regular audits to monitor the occupational safety and health program. Management should review the audit results and recommend improvements to the program.

8. Education and training

Each business unit should provide its employees and those of its business partners on its premises with education and training in accordance with the occupational safety and health management program. Each business unit should ensure that all relevant people are kept informed of and familiar with the program's charter and management system.

April 1, 2013

President Kazuhiro Tsuga, Panasonic Corporation

Education

Panasonic educates employees, managers, and occupational health and safety staff using the Safety and Health Education Guideline and the Mental Health Education Guideline that it has established.

HQ Training and Numbers of Trainees (Fiscal 2019)

Name of Training	Period/Time	Number of Trainees
Occupational Health and Safety Staff Training (Introduction)	Three days	26
Human Resources Basic Roles Course	Two hours, 30 minutes	29
OSHMS Internal Auditor Training	Two days	17
Machinery and Equipment Safety Standards Lectures	Two days	17
Training Before Sales Praxis	55 minutes	851
Career Hires Introductory Training	60 minutes	450
Occupational Health and Safety Seminar for Executives and Plant Managers	Two days	18
Occupational Health and Safety Seminar for HR Personnel	Two days	33
Production Engineering Manager Occupational Health and Safety Seminar	Two days	23

*All seminars are for employees of Panasonic Corporation and its affiliated companies in Japan.

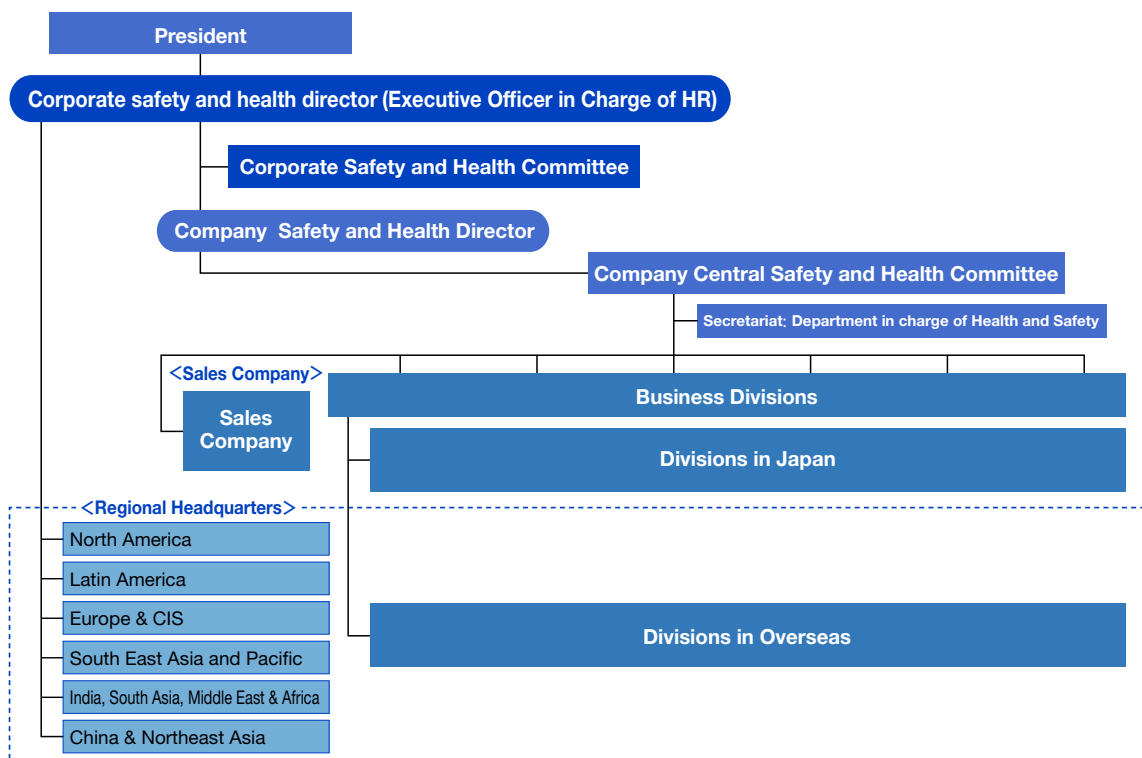
Moreover, in September of each year, Panasonic holds its Employee Personal Health and Occupational Health and Safety Forum—a place where employees from all business sites can learn good examples of personal health and occupational health and safety promotion activities from each other, and where Panasonic can award business sites that have achieved zero accidents or shown outstanding effort—as part of its aim to raise the standards of its health and safety activities.

Responsible Executive and Framework

The executive officer responsible for occupational health and safety is Chief Human Resources Officer (CHRO) Shigeki Mishima. (As of August 2019)

Per its Occupational Health and Safety Management Regulations, which the Company established for groupwide occupational health and safety management, Panasonic uses the management structure shown below. Company presidents (or executives of at least executive officer rank) supervise occupational health and safety at all group companies.

Corporate Occupational Health and Safety Management Organization (Japan)



To continually maintain and improve its occupational health and safety activities, Panasonic has also built the Occupational Safety and Health Management System (OSHMS) and provided various related regulations for all business sites worldwide.

Occupational Health and Safety Support Desk

Panasonic has established the following lines of support to help employees prevent or deal with mental or physical stress:

Employee Consultants (or the human resources department of the employee's place of work)

Since 1957, Panasonic has designated employees with abundant work experience as “consultants,” and it has implemented a “Consultant System” whereby other employees may confer with them. The consultants answer any questions other employees have concerning welfare systems, and they provide support aimed at helping employees take charge of resolving worries or problems that they face in their work or private lives.

EAP* Consultation Office

For this program, Panasonic has engaged specialist counselors to listen to the personal concerns of employees, who can rest assured that what they have discussed will not be disclosed to the company or to their health insurance association.

* EAP: Employee Assistance Program

Company Clinic

Panasonic staffs these offices with full-time physicians and occupational health staff to provide a health support program that performs functions such as handling illnesses that manifest during work, consulting on mental and physical health, preventing lifestyle-related diseases, and helping in smoking cessation.

Key Initiatives

Safety

Creating Equipment Safety Standards

To prevent occupational safety risks involving equipment, Panasonic reviews safety conditions for all newly installed equipment by evaluating compliance with its Equipment Safety Standards. These precautionary audits take place when the Company builds new plants and installs new production equipment in existing workplaces. The Equipment Safety Standards Creation Guidelines form the basic outline for the Equipment Safety Standards at each workplace, and they take into account laws and ordinances in Japan, international standards, our know-how, and real disaster case studies. Panasonic offers these Guidelines in multiple languages.

Promoting Three-Year Occupational Accident Prevention Plans

In an effort to prevent the most common occupational accidents—getting caught in, pulled into, sliced by, or scraped by equipment and falling in halls or stairwells, among others—Panasonic defines groupwide initiatives, and each business site is working to formulate implementation plans for fiscal 2019–2021.

Occupational Health

Regarding special tasks such as the handling of heavy objects or chemical substances, Panasonic will conduct work reviews and provide appropriate safety equipment according to Safety Data Sheet (SDS), while aiming to reduce such work as much as possible. Coinciding with the new obligation to conduct chemical substance risk assessments (as of June 2016), we will review target substances, conduct additional health checkups in compliance with all laws and regulations, and continually monitor the situation so that there are no negative effects on employee health.

Panasonic Group is working to ensure that all Panasonic Group employees at all business units take the Stress Check Test—part of the Stress Check System—through efforts such as combining the Stress Check Test with regular health checkups. In addition to providing employees an opportunity to notice their own stress levels, the Stress Check Test results offer workplace feedback in the form of a diagnostic analysis. This analysis is used to develop measures intended to prevent the occurrence of mental illness and to revitalize the workplace.

Employees who work more hours or whose regular health screening results suggest a need for monitoring their safety receive consultation, based on Panasonic's own criteria, from an occupational physician, while measures are taken to

prevent damage to the employee’s health by addressing working conditions, etc. Furthermore, with regard to the employee death that occurred at the Toyama Plant in June 2016, we solemnly accept the February 2017 official recognition of this as an occupational accident due to too many working hours, and we are making effects Group-wide to prevent a recurrence by reviewing operating processes and improving ways of working and of taking rest, etc.

Personal Health

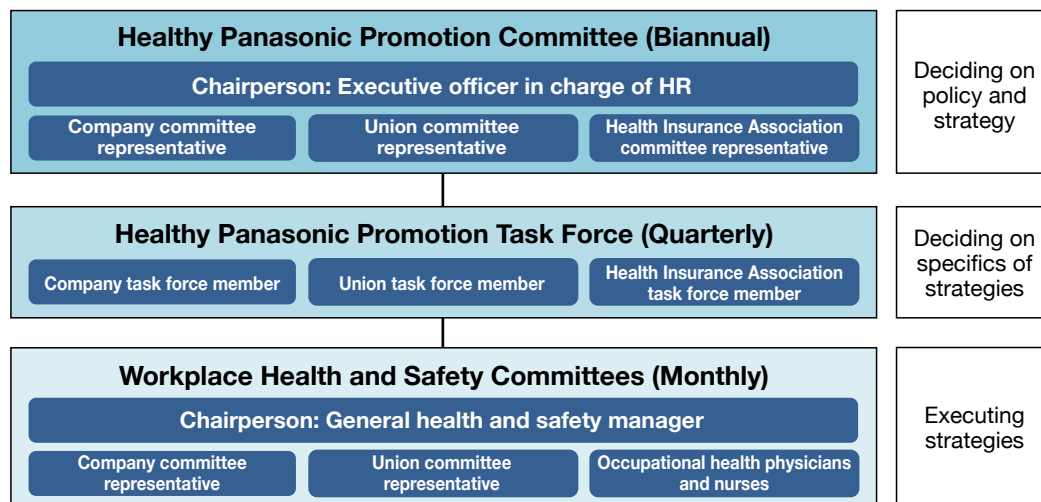
Panasonic promotes Healthy Panasonic, a groupwide campaign for healthy lifestyles started in FY2002, for all members of its companies, the labor union, and the health insurance association. To ensure sustainable growth, and as its average employee age advances, Panasonic aims to prevent falls, reduce the risks of brain and heart disease, improve the mental and physical condition of its employees, and exhibit top performance groupwide.

Promotional Framework

As of August 2019, the Healthy Panasonic promotional manager is Executive Officer and CHRO Shigeki Mishima.

Panasonic has established the Healthy Panasonic Promotion Committee as the organization that determines the policies and strategies for Healthy Panasonic. Under this committee, the Healthy Panasonic Promotion Task Force decides on the specifics of these strategies, while the Health and Safety Committees at each workplace execute these strategies.

Promotional organization of “Health Panasonic” and the role of each organization



Employee Health Problems

As Panasonic's employees age, the number of individuals with obesity or other health problems is increasing, as is the number of falling accidents. At the same time, improvements in lifestyle habit metrics have remained stagnant, except in the rate of employees who are aware of how much they walk and who do not smoke. To address health problems, Panasonic needs to raise its employees' health literacy and create plans to increase the number of employees who engage in healthy behavior.

Health Promotion Initiatives

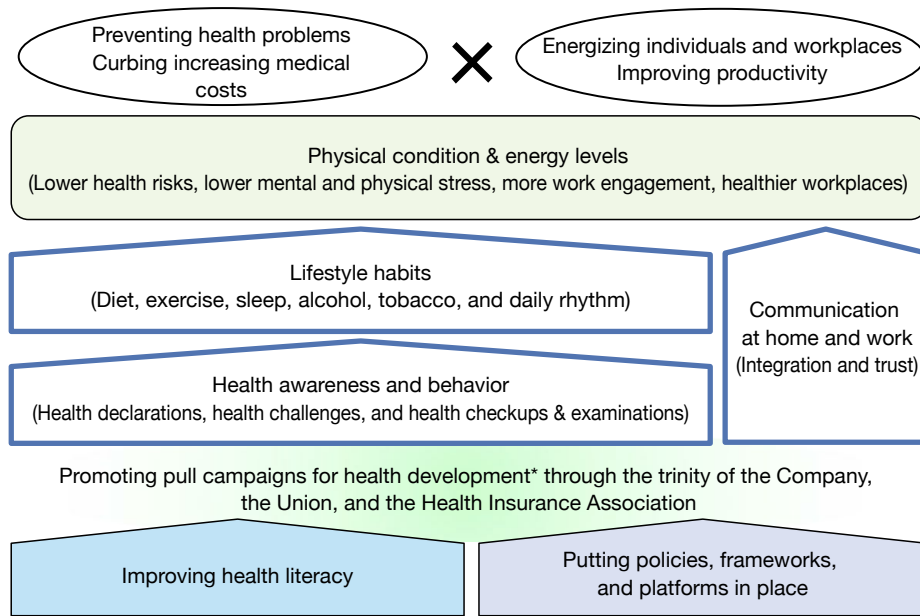
Panasonic Group carries out groupwide initiatives for raising employee health awareness, including the annual No Smoking Day (May 31) and Health Improvement Day (October 1). In FY2019, 87% and 71% of workplaces, respectively, held events promoting second-hand smoke prevention, nonsmoking, healthy diets, and exercise. Thirty-seven thousand employees from 129 workplaces have joined AJTA, a competitive taira organization that aims to improve physical strength and communication. Panasonic also offers ICT-based health promotion solutions through web services and lifestyle habit apps. These solutions provide health information, records of health checkups, health challenges, and health care point programs, and 46% of all Panasonic Group employees use these services and apps.

In terms of environmental improvements, Panasonic promotes non-smoking workplaces and certifies 77 workplace cafeterias across Japan through the internal Health Improvement Cafeteria Certification System. Thanks to these certifications, 89% of cafeteria users can choose from a selection of health-conscious meals.

Meanwhile, Panasonic also considers employee safety as necessary by actively offering health guidance and occupational counseling through mainly the 160 health management offices across Japan. These efforts are for individuals who are subject to specific health guidance and who are at high risk of facing health problems.

Starting in fiscal 2020, Panasonic will further expand the scope of its activities through Healthy Panasonic: One Step Today and Continuing to the Future. This initiative aims to raise health awareness among individuals and encourage them to take charge of their own health.

Overview of “Health Panasonic” from FY2020



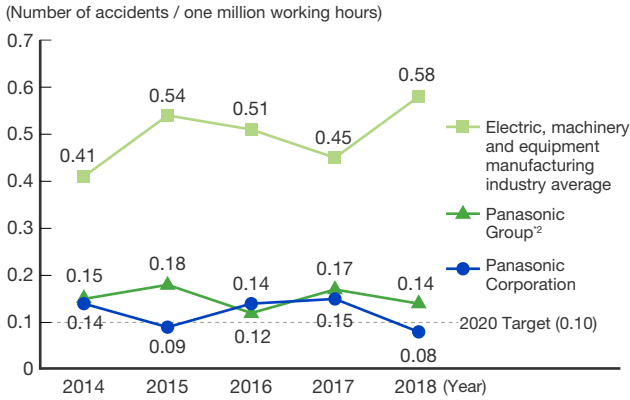
*Promoting health through self-directed initiatives individuals take for the sake of themselves and their families

Panasonic also supports HIV/AIDS prevention and gives aid to those infected and their families. Based on the ideas that AIDS prevention is possible only with the correct knowledge and that this information can help avoid unnecessary worry and workplace confusion, Panasonic fundamentally prioritizes education and awareness-raising activities for its employees. Moreover, in its HR management practices, Panasonic places primary importance on protecting the human rights of those infected with HIV/AIDS, with its four principles being maintaining the confidentiality of personal information, prohibiting discrimination in HR-related matters, forbidding HIV testing without consent, and conducting educational and awareness-raising activities.

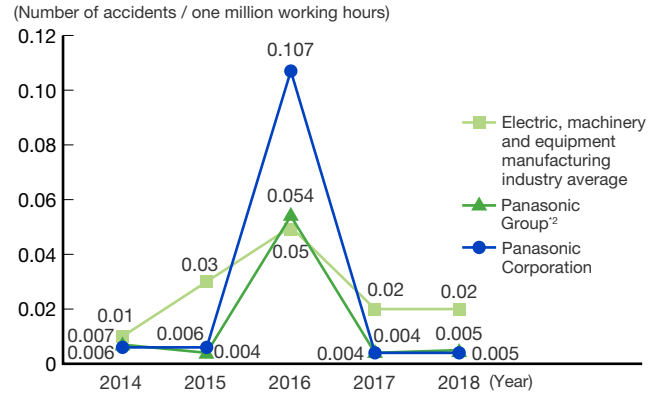
Occupational Health and Safety: Performance Evaluation

Incidence of Occupational Accidents and Responses

Disabling Injury Frequency Rate** (Number of accidents that require time off from work per one million working hours)



Severity Rate** (Proportion of time lost per 1,000 hours of total working hours)



Source: Research on Occupational Accident Trends (Ministry of Health, Labour and Welfare)

Number of Fatal Accidents (Global)**

2014	2015	2016	2017	2018
0	0	1 (Japan: An employee)	0	1 (Overseas: A local employee)

*1 Excludes employees stationed overseas, temporary employees, and onsite contractor employees

*2 The period from 2014–2017 excludes PanaHome, while 2018 includes it. The data also exclude temporary employees and onsite contractor employees.

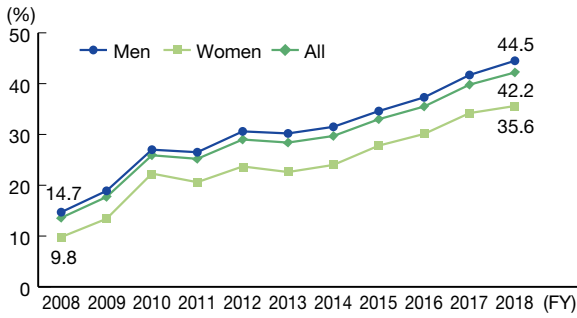
*3 Includes employees stationed overseas, temporary employees, and onsite contractor employees

Panasonic aims to get its groupwide disabling injury frequency rate—which annually falls below the machinery and electronics manufacturing industry benchmarks—down to 0.10 in 2020.

Its severity rate also annually falls below these industry benchmarks, except in 2016, when there was one case of death in Japan after an employee was caught in the equipment.

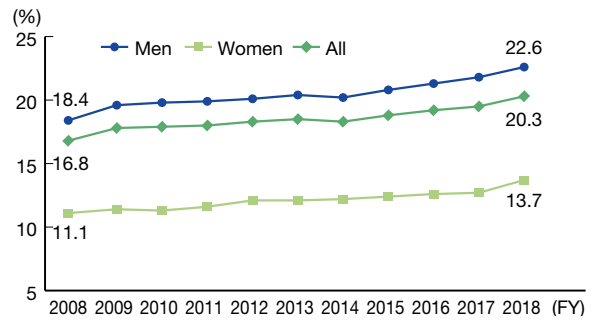
Rate of awareness of steps taken

Rate of awareness of steps taken: The percentage of people who are generally aware of how many steps they take in a week



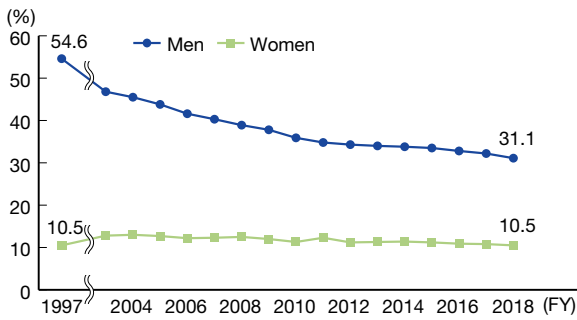
Rate of exercise

Rate of exercise: The percentage of people who have exercised for at least 30 minutes, at least twice a week, over at least one year



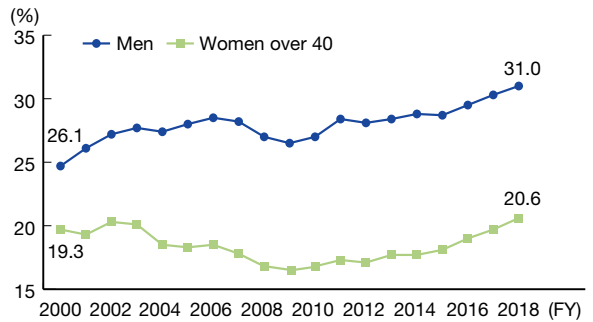
Smoking rate

Smoking rate: The percentage of people who smoke cigarettes



Obesity rate

Obesity rate: The percentage of people who have a BMI of 25 or more



After promoting groupwide efforts to raise awareness of steps taken starting in fiscal 2019, we raised the 10-year rate of awareness by nearly threefold, while gradually increasing the rate of exercise, as well. Panasonic's initiative to move from separate indoor smoking areas to 100% smoke-free buildings has lowered the smoking rate among men by just over 20% and among women by 2.5% from the peak figure. At the same time, while health promoting initiatives temporarily lowered obesity rates, they have continued to make gains again, so the Panasonic Group needs to expand the scope of its health promotion activities even further.