

# Human Resources Development and Promotion of Diversity

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## Management System

At the Panasonic Group, providing opportunities for growth and success for the individuals who work with us is at the core of our management, reflecting a maxim left to us by Konosuke Matsushita: a company is its people. To do so, we have declared our vision to create “the best place to work where diverse talents work at their best” as part of creating an ideal society, with both material affluence and mental happiness regardless of their gender, age, nationality, or other categories.

As one of the efforts we have undertaken to put management policies that reflect that approach into action, each manager is responsible for and addresses human resource development including providing education and the like in keeping with a variety of initiatives, including systems and mechanisms planned, created, and operated by the HR divisions. Then we use the annual goal management systems, Employee Opinion Survey, and other tools to measure the skills, level of engagement, motivation, and more for individual employees and apply the results toward improving our efforts.

Further, the overall Group-wide stance and critical measures will be discussed at Group Management meetings, the Group DEI Promotion Council, and Group Talent Management Committee, attended by the presidents of Panasonic Holdings Corporation (PHD), the Operating Companies and will be monitored as well.

## Policy

At the Panasonic Group, our entire reason for being is to achieve an ideal society with material and spiritual affluence. In order to continue to serve society as it continues to become more diverse, it is essential for us to be a company where each and every one of our employees is able to make the most of their own individuality.

What that means to us is that we create new value by treating one another with respect, raising the quality of decision-making by listening to diverse opinions. What we need to do, then, is for Group employees to make the most of their individual talents and to practice employee entrepreneurship, and for all leaders in charge of organizations to both create an environment and provide support for Group employees’

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entrepreneurship, practicing management through the collective wisdom of all employees.

Given this background, we regard the promotion of our human resource development and Diversity Equity & Inclusion, as a crucial part of our business strategy. We provide a broad range of opportunities to anyone with ability and ambition, and we actively strive to create an environment in which work feels meaningful.

## Responsible Executive and Framework

The executive responsible for human resource development measures and the promotion of Diversity, Equity and Inclusion (DEI) for PHD and the entire Group is the Group Team Human Resources Officer (Group CHRO) and the executive officer in charge of DEI promotion. PHD's Strategic Human Resources Department plans and creates Group-wide strategies, and the planning and creation of strategies for each Operating Company as well as responsibility for daily management falls to human resource departments at each Operating Company or other business within the Group. (as of August 2022)

## Key Systems and Initiatives for Utilization of Human Resources

### ■ Managerial Promotion

Panasonic Group has established its Panasonic Global Competencies (PGC) as common global guidelines for action based on our Basic Business Philosophy. These guidelines clarify the leadership competencies needed from its leaders and the core competencies needed by all employees. In this way, the Group is promoting behavioral change and improved practical initiatives among its leaders worldwide.

The Group has unified its leadership candidate selection criteria, processes and IT platforms globally and makes efforts to discover the most suited candidates, regardless of

age, gender, nationality, or other factors, and to provide a systematic approach to career development and promotions. It also plays a particularly important role in defining policies for nurturing executive and other management candidates, as well as developing perspectives for selecting from these candidates. Furthermore, we use assessments from external organizations as well to gain an objective understanding of candidates' aptitudes, abilities, and other distinguishing characteristics. The Group then motivates these candidates by sharing the assessment reports to promote self-driven growth among its senior managers. The Group has established the Group Talent Management Committee as a venue to discuss and examine the best-suited management candidates objectively and from a variety of angles. The Group CEO, Operating Company Presidents, Group CFO, Group CTO, Group CHRO, and other Committee members discuss how to find the best management candidates worldwide, as well as matters related to career development and promotions.

The Group will continue to enhance its processes for discovering, nurturing, and promoting talent regardless of age, gender, nationality, or other factors.

### ■ Remuneration System

Panasonic Group has adopted a performance-linked remuneration system that sets the levels of bonuses for the current fiscal year based on the company's performance during the previous fiscal year. The degree to which the performance of the company is reflected in compensation increases as their job rank grows. Personal performance from the previous fiscal year is also taken into account when determining the amount of each individual's bonus for each fiscal year. Thus, by reflecting the company's performance and individual performance within certain limits in compensation, the Group aims to inspire the desire to improve both performances.

The compensation of Directors and Executive Officers

of PHD consists of a fixed "basic compensation", a "performance-linked remuneration", which serves as a short-term incentive, and a restricted share-based compensation, which serves as a long-term incentive. Performance-linked remuneration raises the motivation to increase business performance, which is why we have linked it to the annual performance evaluations for both the Group as a whole and for the division they are responsible. The system is designed such that the remuneration grows along with the results an employee is able to produce, with the rate set to be between a minimum of 0% to a maximum of 150% (for standard achievement: 75%). Performance-linked remuneration is evaluated by considering KPIs that must be continuously monitored, including adjusted operating profit\*, net income attributable to parent, and operating cash flows for the term. Evaluations are conducted by comparing the employee's results from the previous year eligible for evaluation to the target values for each element of their performance.

\* The Panasonic Group's management indexes calculated by subtracting cost of sales, selling expenses, and general management fees.

Furthermore, with the goals of Panasonic Group's new mid-to long-term strategy after the transition to an Operating Companies structure in mind, we have made updates to our system for "performance-linked remuneration," which are reflected in results starting from fiscal 2023. We have added sustainability-related items like environmental contribution, items related to talent, and non-financial items like strengthening operation capabilities that support business competitiveness to our evaluation criteria on top of financial indicators such as cash flow management that looks at cash generation and ROIC/ROE that look at return on investments, including some new areas meant to reflect performance over the medium term rather than only annually. We have also implemented evaluation systems based on the same idea for the presidents of all operating companies under PHD. The objective of Panasonic Group's stock options with

transfer restrictions is to provide stock-based compensation that removes restrictions on the transfer of stock on certain conditions, such as remaining with the company for a given duration. We provide these stock options with the goal of both providing an incentive to work toward the continually raising the Group's corporate value, and to further align recipients' values with those of the shareholders, and we have designed the system so that a greater proportion an individual's compensation overall will be made up of stock options the higher their position, based on their board or executive officers' duties and roles. Individual figures for compensation are set holistically with consideration given factors including the balance between board or executive officers' duties and roles and monetary compensation.

These stock options with restrictions on transfer have been given to the presidents of Operating Companies under PHD and presidents of affiliates of Panasonic Corporation who perform work that is directly tied to the corporate value of the Group beginning in fiscal 2023.

In addition, outside directors receive only "basic remuneration," which is fixed remuneration.

## Human Resources Development

### Human Resources Development Initiatives and Performance

#### Basic Education and Training System

Our education and training system offers all levels of group employees a program consisting of global core knowledge, which constitutes the minimum knowledge and skills necessary for all aspects of the Group's global business. The Group strives to develop human resources in all regions and at all levels using this system.

Additionally, with e-Learning that allows employees to study using high-quality materials at any time and from anywhere in the world and a full lineup of other online learning

opportunities, the Group has been developing learning programs globally, while planning and providing optimized training for actual needs, including developing individualized training to suit specific business needs.



Starting in fiscal 2020, we have been globally promoting an initiative called "A Better Dialogue", which is a program meant to achieve qualitative and quantitative improvements in interactions between employees and their managers. A Better Dialogue consists of regular dialogues to monitor performance, provide guidance, and strive for career and skills development. The objective is to accelerate the growth and advancement of each employee and to create an organization, a corporate culture, and a workforce that will realize the company's business strategies.

#### Team & Talent Development Center

Panasonic Group has established the Team & Talent Development Center (T2DC) as an organization that specializes in organizational development and human resources-related development and training for employees of the Group.

The T2DC provides training to new hires (in Japan) so

that new employees can quickly become active at the Group. It also offers business skills training that teaches IT, communications, languages, and other skills required to facilitate employee tasks. Job-function-specific training is provided as well so that employees can learn the specialized knowledge and skills needed to accomplish their tasks, whether they be technical, manufacturing, or sales and marketing. In addition, T2DC offers elective management development training for employees who meet certain conditions, management skill training meant to give managers greater management capabilities and the ability to practically implement Panasonic Group's Basic Business Philosophy, and other forms of job rank-based training.

⇒See related "HR Data"

Starting in April 2020, we began offering free educational content in three languages – English, Japanese, and Chinese – that is related to business skills and liberal arts. It is publicly available on our group website, and it seeks to stimulate self-driven study and to make study a daily habit for boosting personal growth and better achieving organizational targets. This is part of Panasonic Group's efforts to further accelerate self-driven professional development on the part of our employees by making it possible for them to learn easily and on a daily basis no matter where they are in the world.

#### Global Human Resources Development

Panasonic Group has established the Panasonic Global Mobility Policy – regulations for interregional personnel transfers that apply to the whole group – to better nurture leaders who can play a leading role in promoting business that goes beyond national and regional borders, and who can serve as loci for cooperation. To that end, we implement programs for interregional personnel transfers that, for example, bring employees from outside Japan to work in Japan.

In each country and region, the Group conducts and is expanding training programs to increase mutual understanding among people from all nations around the



globe. In Europe, for example, we conduct our 15-month Next Generation Talent Programme (NGTP), which focuses on human resource education. This offers a wide variety of workshops on our Basic Business Philosophy and diversity, launching and promoting actual business projects, and mentoring and coaching programs, that allow employees to find a counterpart at another affiliated company within Europe to learn with in order to improve the overall business knowledge and skills of participants.

In each region, the Group conducts local elective management development training that is linked with the same training held in Japan. Additionally, as a part of its global policy, the Group conducts the Global Onboarding Program for mid-career hires and provides e-Learning services, through which all global employees can obtain the knowledge and skills they need, regardless of time or place, based on the system of global core common knowledge.

### ■ Support for the Self-Motivated Endeavors of Employees and Establishing Self-Determined Career Formation (Japan)

#### Establishing an independent career

In order to help each of our employees actively challenge themselves to serve society and make the most of the strengths each of them has, the Panasonic Group believes it is crucial that we as a corporation offer opportunities to take on challenges and provide maximal support. To do so, we encourage a spirit of volunteerism that makes individuals want to raise their hands, and we also have systems that provide support and encouragement employees who want to challenge themselves, including 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).

Furthermore, with regard to Group-internal hiring, departments that need new personnel must first formulate a clear statement of their requirements and seek to fill their

positions within the company, which we call “e-Challenge.” We also have the e-Appeal Challenge system, which allows employees to offer their skills directly to those departments where they wish to work and to challenge themselves with new types of work.

### Career and Life Design Seminars

To foster individuals who are improving their employability and continuing to strive for a better future, the Group recommends career and life design seminars for employees within a target age range in Japan.

Employees take stock of their careers, identify their core values, and make an inventory of their skills. They ask questions about the issues they face in building their careers and engage in other activities designed to promote an understanding of the importance of independent careers. Employees also clarify the promotion actions they can take to achieve their career vision for the next five years. The seminars also offer employees opportunities to brush up on their knowledge of personal finances and health maintenance, thus supporting the realization of fulfilling life plans.

### Building Total Rewards Systems That Treat Both Our Organization and Our Ambitious Employees the Way They Deserve

A “Role/Grade System” has been implemented at PHD and some of group companies in Japan, including Panasonic Corporation and other Operating Companies, and at some Japanese affiliates. This system determines work/role grades for employees according to the size of the work or role they currently perform and constitutes the basis for employee benefits. The aim of this system is to treat the wide variety of employees at Panasonic Group based on the scope of their work and responsibilities. This helps to enhance the transparency of our human resources system, and fosters understanding among employees. By setting clear goals for employees to strive for, we encourage them to be bold

in achieving their goals. We believe this helps make both our people and our organization bolder, which allows to reap the rewards of ambitions, with the aim of building an organizational culture that is brimming with vitality.

## Diversity, Equity & Inclusion (DEI)

### ■ Policy

On October 2021, we revised the “Global Diversity Policy” formulated in fiscal 2010 as “Panasonic Group DEI (Diversity, Equity & Inclusion)” and are promoting activities as a group.

[WEB Panasonic Group DEI Policy](https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion/policy.html)  
<https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion/policy.html>

### ■ Organizational structure for DEI

Strategy for the promotion of DEI across the Group is planned and created by PHD’s Strategic Human Resources Department, and executed by the Employee Success Center’s Group HR Strategy Design Office at Panasonic Operational Excellence Co., Ltd. The planning and creation of strategies for each Operating Company as well as responsibility for daily management falls to human resource departments at each Operating Company within the Group. (As of August 2022)

### ■ Major DEI Initiatives

#### Gender Equality

To leverage the knowledge capital of society to the greatest extent possible, Panasonic Group believes that it is crucial to take advantage of all forms of diversity in the workplace whether in terms gender, age, nationality, or any other factor. We have implemented a “Role / Grade System” that determines compensation based on the work or role in which employees are engaged; and there is no gender-based inequalities in this compensation system. However, particularly in Japan, we are aware that there is a need to employ greater numbers of women in upper management and decision-making positions; it is striving to ensure gender

diversity. Additionally, to accelerate female participation in management, the Group holds study groups for female employees and provides career-advancement seminars for women leaders, creating opportunities for women to encounter role models' values and views on working, as well as further strengthening the management capabilities of supervisors.

Furthermore in 2021, Panasonic Group signed on with 30% Club Japan, a global campaign with the purpose of raising the proportion of women in critical decision-making roles in business. The Group will continue to take diverse opinions into account in our decision-making and will drive these changes forward as we continue to improve their quality.

⇒See related “HR Data”

### Case studies of country/region-unique DEI initiatives

#### ■Japan

As we aim to create “the best place to work where diverse talents work at their best” we are working on initiatives from three perspectives: leadership commitment, creating inclusive working environments, and support for all individual employees.

Leadership commitment here means a commitment to promoting DEI on the part of executive leaders themselves. One example of this is the Group DEI Promotion Committee that we have been holding since fiscal 2022. There, the Group CEO, presidents from Operating Companies, and a diverse array of employees take part in discussions that determine actions related to DEI and then promote them. Creating inclusive working environments means respecting the diverse individuality of all the employees in the Group and creating workplace environments that allow them to make the most of their individual attributes. July is DEI Promotion Month each year, during which we hold a DEI forum that helps to connect understanding and empathy about DEI into action, providing many opportunities for dialogue. Additionally, we

implement unconscious bias training as part of management education in the Group, while at the same time we have active communities of employees that have sprung up around various elements of their background, including those with disabilities, women, LGBTQ individuals, and those coming to Panasonic midcareer. Supporting all individual, diverse employees means offering the support that each needs to take on new challenges. We are working on initiatives that include the promotion of more diverse ways of working that are less restricted by time and place, as well as the creation or restructuring of a variety of systems and mechanisms.

#### ■In the United States

Over the past two years, with the guidance of our Executive Diversity, Equity and Inclusion (DEI) Council, Employee DEI Council, and Business Impact Groups (BIGs), Panasonic North America (PNA) has established a strong foundation focused on Culture & Belonging, Policy Reviews, Talent Attraction & Mobility and Learning & Development. PNA's DEI efforts are guided by our Basic Business Philosophy and company values. We recognize that diversity improves company performance in every imaginable area — talent attraction and retention, innovation, group performance, reputation, and finance. According to Census data, by 2060, minority groups will comprise 57% of the US population. Census data also reveals that by 2060, immigrants will account for 95% of the future population growth in the US.

Understanding these trends and the importance of fostering a culture of inclusion and belonging, PNA has made progress in advancing its strategic DEI framework. For example, in 2022, PNA developed a DEI Scorecard to track progress on key goal indicators. Specifically, PNA will focus on women in its workforce and management, as well as minorities in its workforce and in management. By monitoring the growth in the percentage of these KGIs closely, PNA will be able to better understand progress on our DEI actions.

In addition, PNA has focused on strengthening its five Business Impact Groups (BIGs) that are instrumental in

the recruitment, retention and advancement of a diverse workforce. PNAs BIGs consist of RISE (focused on the career growth and development of women and male allies), Veterans Group (bringing the veteran and military community closer), PRISM (where the LGBTQ+ community are heard and celebrated), Level Up (supports the next generation of Panasonic leaders), and the Black Employee Network (Black, Latino, African American, African and Caribbean employees). Engagement from the BIGs was instrumental in the creation of a new mentorship program that launched this year and will support the professional development and growth of employees. PNA also created a new DE&I Resource Center for employees to access key DEI information and increase their understanding and growth around contributing to a culture of inclusivity for all. Finally, PNA (PEXNA) introduced a floating holiday, an additional paid holiday for celebrating religious and traditional practices outside of the company's standard paid holiday schedule. PNA is committed to this important journey and look forward to enhancing our company culture through this business imperative.

#### ■In Europe

We have been promoting various initiatives in Europe to provide an environment where all people can develop to the maximum of their potential, irrespective of personal characteristics. As part of these, we launched a new development program in 2019 called Women in leadership (WIL). The goal was to provide a platform so our female talent could be more visible, a locus for the discussion of women-specific leadership challenges and a sounding & brainstorming board. In 2021, a new group “Women Connect Network” consisting of female and male volunteers was organized to enhance gender equality and attract talent (not only female talent). Additionally, we have run anew training program called the “Unhelpful Bias Workshop” focusing on awareness raising and development attitudes, values, strategy and skills that underpin a diverse and inclusive culture for all employees from all levels.

## ■ Work-Life Balance (Japan)

### Flexible work systems that enable diverse workstyles

Panasonic Group has been promoting a work-from-home system as an efficient way of working that takes advantage of information and communication technologies that allow employees to work in any location. With the impact of COVID-19, there has been a strong push toward utilizing this work-from-home system, and we have realized that new working styles have emerged leveraging IT, digital, and other technological means. We established a new remote work system in April 2021 as a new workstyle option that treats working from home as the default and does not assume that the employee will ever necessarily report to work in person and is used by more than 15,000 employees. At the same time, we have also revised the system so that anyone can use their annual paid leave on a half-day or hourly basis, regardless of the employee's work style or situation. We have also been able to achieve compatibility with more diverse and flexible workstyles, including a new system that enables employees to miss work in the middle of working hours for any personal reasons and to allocate time off for that. We aim to increase productivity and improve the work-life balance of employees through these working styles.

### Supporting Work-Life Balance

As part of Panasonic Group's efforts to create an environment that enables everyone to play an active role, the company is implementing initiatives to support a good work-life balance for employees. The effort and adaptability of employees is vital for childcare, nursing care, and work to coexist. However, this effort may not be sufficient by itself, in which case, employees require the understanding and support of their supervisors and workplaces. The Group also creates guidebooks with hints for work-life balance, including explanations of the systems needed for maintaining personal and business responsibilities and information on how supervisors and subordinates can work together. This is another way in which Panasonic helps its employees

continue their careers without worry, regardless of the situations they face with childcare or nursing care.

■ Examples of Systems Supporting Work-Life Balance (Group companies in Japan)

#### ● Flex-time work system

A flexible work-hour system that does not designate mandatory "core hours" when all employees must be present

#### ● Work and Life Support Program

A flexible work system for those raising children, providing nursing for an elderly person, or long-term care that includes short and flexible working hours; half-days; as well as adjustable, fewer-day working weeks; and other appropriate schedules

#### ● Family Support Leave

A leave system that can be used for a wide range of events, including care or nursing of family members, or attending a child's school events

#### ● Child Care Leave

A non-consecutive total of 730 days of leave that can be taken until the end of the April following the child's start at elementary school.

#### ● Child-Rearing Support Café Point

A system by which Panasonic covers half of the costs for childcare, such as extended daycare, daycare for an ill child and when temporary childcare must be found in the event of the closing of daycare facilities or the like.

#### ● Nursing Care Support Café Point

Half of nursing care fees are covered by the Group

#### ● Nursing care leave

Employees can be approved to take a total of up to 365 days off per person requiring nursing care (for leave of a total of 183 days or less, employees receive 70% of pay and the amount for their individual portion of social insurance premiums).

#### ● Child Planning Leave

System of leave for fertility treatments.

## ■ Creating a Workplace Where People with Disabilities Can Take an Active Part (Japan)

In Japan, individual workplaces are working on initiatives including the following in an effort to create workplaces where anyone can work in a way that works for them regardless of whether they have a disability or not.

- ① Whenever employees with hearing-related disabilities take part in workshops or classes, we make sure that they are able to access the same information through sign language interpretation and voice recognition software, among other methods.
- ② We are also moving forward with improvements to workplace environments including flat floors without steps, using brighter lighting, and introducing a free desk system in which workstations are not strictly assigned.
- ③ The Group also creates educational content in order to help provide a better understanding of life with a disability and offers opportunities for learning to all employees.
- ④ We also have active communities of employees that have risen up to hold various information exchanges and discussions on themes surrounding disabilities.
- ⑤ The Group established the Disability Work Support Hotline that makes it possible for those with disabilities or anyone else, including their supervisors, colleagues, HR, and the people responsible for DEI promotion to easily ask questions or seek advice. This makes it possible for the supervisors and coworkers of those with disabilities to find out how to accommodate individual disabilities. We promote workplaces that make it possible for anyone, including people with disabilities to work together without worry and be able to take on challenges.
- ⑥ Through cooperation with regional and local governments, the Group has seven special affiliate companies and is actively working to hire individuals with severe disabilities. These special affiliate companies not only provide work environments that distribute components in a way that



accommodates the body of a wheelchair user and adjusting workbenches, while also actively taking on interns and company tours.

As of June 2022, the total proportion of Group employees in the Japan region who have disabilities was 2.41%, which is already above the legally required rate, and we will continue in our efforts to promote independence and participation in the company on the part of people with disabilities.

⇒See related “HR Data”

### ■ Employing Workers Post Retirement (Japan)

In 1982, Panasonic Group created the Senior Partner System, allowing workers past retirement age to enter into employment contracts under new conditions. In 2001 we introduced our “Next Stage Program” and we have continued to update these efforts all based on the fundamental approach of fostering independence, renewing our position as an industry leader in formulating policies for the employment of older workers. Most recently, we once again revamped the program and launched a new initiative for mid- to long-term personal development that includes skills and mind-set enhancement for currently active workers, based on the assumption that more people will continue to work into their later years.

### ■ Respecting sexual orientation and gender identity (Japan)

#### Policy

Panasonic Group Code of Ethics & Compliance clearly forbids all discrimination or conduct that may result in discrimination based on characteristics like sexual orientation, gender identity and gender expression, or marital status.

[WEB](#) **Panasonic Group Code of Ethic & Compliance Chapter 2 Our Workplace 1. Respecting each other**

<https://holdings.panasonic/global/corporate/about/code-of-conduct/chapter-2.html>

#### Treatment of Individuals in the HR Systems

As a part of DEI promotion, which includes accepting,

respecting, and working together to make the most of the unique characteristics of individuals, effective April 2016 in Japan, Panasonic Group recognizes same-sex domestic partners as equivalent to legal spouses within its HR systems, except in areas where such recognition cannot be applied due to legal restrictions. The handling of this issue at Group companies in regions globally is premised on the observance of the laws in each respective region.

#### Advancement in Understanding

In Japan, Panasonic Group has been promoting a better understanding for all employees going beyond basic knowledge about sexual orientation and gender identity concerns but also methods for dealing with discriminatory speech or conduct, as well as methods for responding to the needs of those involved. Information on how to advance understanding and invitations to participate in related events are also sent out via Panasonic Group intranet system. We also have an active community of employees who participate in a variety of talks and discussions on LGBTQ themes.

#### Support for External Activities

Panasonic Group has been engaged in cooperation with “work with Pride”, a private organization that works on initiatives to create friendlier workplaces that are inclusive of various sexual orientations and gender identities. The Group also supports Pride House Tokyo as a “Rainbow Partner” to raise awareness of LGBTQ issues through hosting events and producing diverse content, while taking advantage of the opportunities available during the Tokyo 2020 Olympics and Paralympics. In 2021, the Group has also agreed to and signed the EqualityActJapan petition (toward establishing an LGBT Equality Act in Japan) that is being advanced in time to coincide with the Olympics and Paralympics. In April 2022, the Group was a sponsor of Pride Center Osaka, with the goal of creating a society where everyone, including members of LGBTQ communities can be fully themselves, which has led to greater knowledge and understanding of LGTBQ issues on the part of employees.

## Establishing a Hotline for Complaints and Inquiries

The Panasonic Group has set up hotlines that employees can use to anonymously report any kind of discrimination or harassment they have been subjected to or seen or heard about.

Equal Partnership Hotline (Japan)

- Please see the chapter on Respect for Human Rights ([P70](#)) for details.
- Global Hotline  
Please see the chapter on Fair Operating Practices ([P121](#)) for details.

## Evaluations

In aiming to create “the best place to work where diverse talents work at their best” the Employee Opinion Survey (EOS) has been adopted Group-wide. This initiative is a survey that we give to all Group employees annually in order to measure their awareness (with 149,000 respondents in fiscal 2022), its most particularly critical indicators being the positive response rates to the questions about employee engagement (self-motivated endeavor) and employee environments (the right person for the right job, comfortable working environment). We use the results of this survey as feedback for the workplace and use it for better human resources development and organizational development.

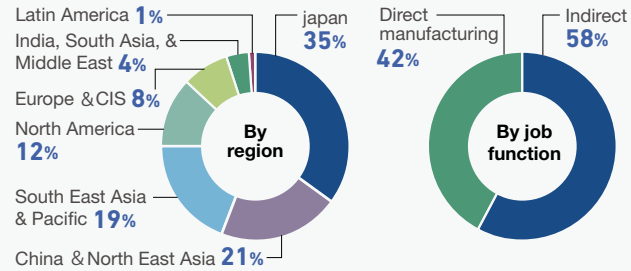
In the FY2022 survey, 66% of employees responded positively about employee engagement. The same year, 64% of employees responded positively about employee environments. These numbers have trended toward improvement each year, but with reaching the top of the global rankings as one of the Group’s goals, we continue to promote initiatives geared toward human resource development and organizational development.

Related HR Data

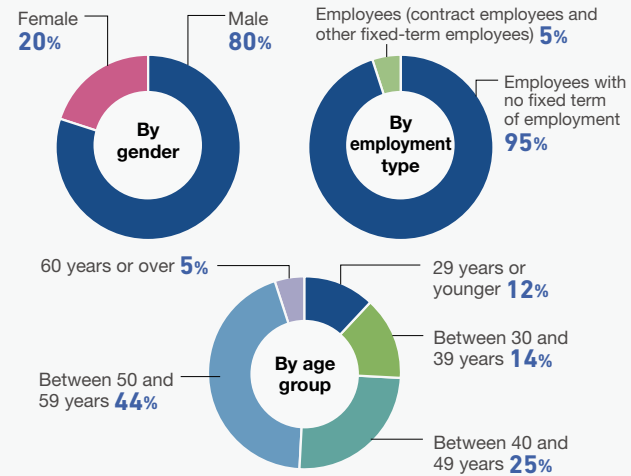
•PHD: Panasonic Holdings Corporation  
•PEX: Panasonic Operational Excellence Co., Ltd.  
•Panasonic Corporation: Refers to Panasonic Corporation up until March 2022 (prior to the transition to an operating company system).

Number of employees

As of March 31, 2022  
Global  
Number of Employees **240,198**



PHD/PEX, 7 Operating Companies in Japan region  
Number of Employees **63,312**



Number of persons recruited (Japan region)

Reporting timing and boundary	Total	Male	Female
FY2022 Japan region Employees with no fixed term of employment	1175	897	278

Average years of continuous service (Japan region)

Reporting timing and boundary	Total	Male	Female
Apr. 2022 PHD/PEX, 7 Operating Companies in Japan region	23.1	23.6	21.1

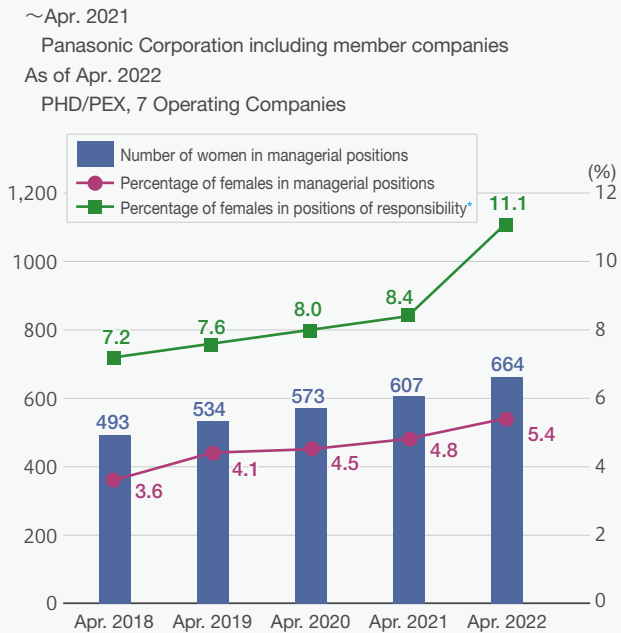
\*Years of service for non-permanent employees who have been rehired after retirement are calculated including the years prior to their retirement

Turnover rate (Japan region)

Reporting timing and boundary	Overall turnover rate	Turnover rate for those leaving the company for reasons other than mandatory retirement
FY2022 Panasonic Corporation	8.5%	5.3%

\*Turnover rate: Number of employees who leave the company annually divided by the annual average number of employees registered at the company

Data related to the women positions of responsibility (Japan region)



\*persons in managerial positions or chief assistants (typically at the supervisor level)

Gender Pay Gap (Japan region)

Reporting timing and boundary	Male	Female <sup>*2</sup>
Fiscal 2022 Compensation for management positions <sup>*1</sup> at Panasonic Corporation	107	100

\*1 monthly salary (including base role pay, allowances for late nights, etc.) and bonuses

\*2 The cause of the gap is not the compensation system, but the proportion of management positions.

Percentage of people with disabilities employed (Japan region)

Reporting timing and boundary	Rate
Jun. 2022 PHD/PEX, 8 Operating Companies	2.41%

Number of days and rate of annual paid leave taken (Japan region)

Reporting timing and boundary	Number of days	Rate
Fiscal 2022, Panasonic Corporation	17.2	69%

Rate of childcare leave taken (Japan region)

Reporting timing and boundary	Male	Female
Apr. 2022 PHD/PEX, 7 Operating Companies (Among employees who were qualified to take parental leave in FY 2022)	16.90%	99.60%

Work style (Japan region)

Reporting timing and boundary	Shorter working hours	Flexible working hours	Remote work system
Apr. 2022 PHD/PEX, 7 Operating Companies	1.7%	66.1%	23.1%

\*Employees who work from home more than half of the days in each month.

Training result (Japan region)

Reporting timing and boundary	Training results
Fiscal 2022, Human Resources Development Company, excluded training conducted by business divisions or other job functions	184,700 Person-day*

\* number of people x number of days