

Occupational Health and Safety

Management System

Policy

Responsible Executive and Framework

Major Initiatives

Training

Support Centers for Occupational Health and Safety

Related Data



Management System

The purpose of Panasonic Group’s occupational health and safety management is to promote a comfortable and safe workplace based on the most advanced practices. Its aim is to contribute to the welfare of the Group’s employees and the development of Panasonic Group’s business.

To maintain our occupational health and safety efforts—and to continuously improve them—the Group has established the Panasonic Group Occupational Health and Safety Policy, along with a variety of other rules, and has built systems that include designated people in charge of these at our Operating Companies and business divisions. We have also implemented an Occupational Health and Safety Management System on the global level and are working toward gaining external certification (ISO 45001) at nearly all our manufacturing bases (excluding some currently under construction).

Policy

The Panasonic Group’s policy is to ensure the health and safety of employees (including those employed by subcontractors, staffing agencies, and the like) in accordance with the Panasonic Group Code of Ethics & Compliance (“Code of Ethics & Compliance”) that was created and is maintained by the Board of Directors of Panasonic Holdings Corporation and the Panasonic Group Occupational Health and Safety Policy communicated by the Group CEO. The Group’s Occupational Health and Safety division has also translated these into English and Chinese, and we work to ensure the health and safety of employees by rolling them out at all group companies in the language corresponding to the needs of each workplace.

[WEB Panasonic Group Code of Ethics and Compliance, Chapter 2](https://holdings.panasonic/global/corporate/about/code-of-conduct/chapter-2.html)
<https://holdings.panasonic/global/corporate/about/code-of-conduct/chapter-2.html>

[WEB Panasonic Occupational Safety and Health Policy](https://holdings.panasonic/global/corporate/sustainability/social/health-and-safety/policy.html)
<https://holdings.panasonic/global/corporate/sustainability/social/health-and-safety/policy.html>

To put these policies into practice, we have established Health and Safety Management Rules that apply to health and safety management for the Group, build a foundation for health and safety management

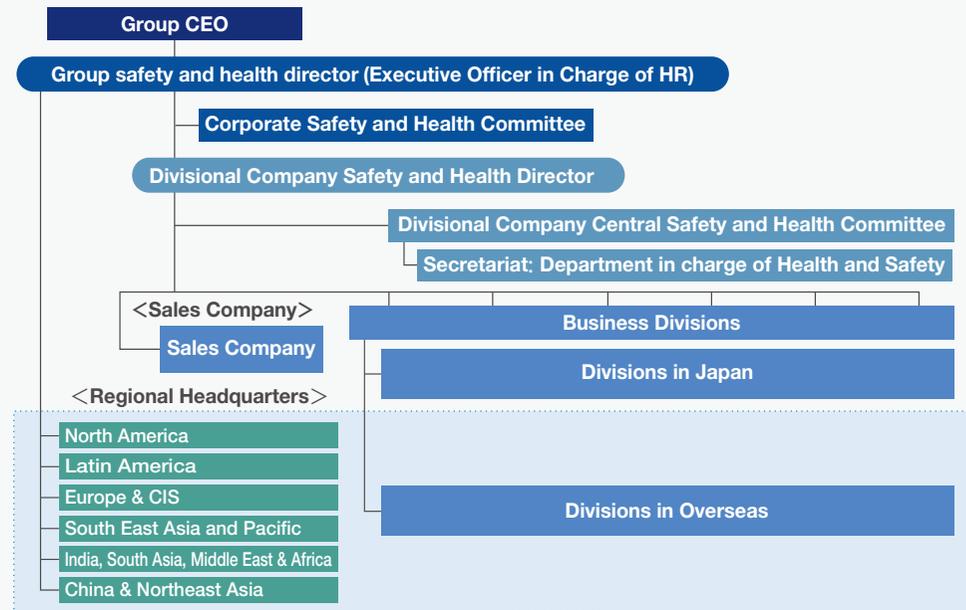
activities with the aim of both preventing workplace accidents and maintaining or improving the health of employees so that they can contribute to business development, and those rules apply to all work performed at business sites within the Panasonic Group.

Responsible Executive and Framework

The executive officer responsible for occupational health and safety is the Group Chief Human Resources Officer (Group CHRO) (as of August 2021).

The promotion system is structured as shown below, based on the Group's Health and Safety Management Rules. Occupational health and safety at each Operating Company is supervised by a general manager of health and safety.

Group Health Safety Promotion Organization Management Organization (Japan) (as of August 2022)



Major Initiatives

Risk assessment initiatives

The Panasonic Group conducts regular risk assessments at least once annually for mechanical equipment, chemical substances, and the like according to the Occupational Health and Safety Act in order to identify hidden risks such as the potential for workplace accidents, injuries or illness and reliably reduce the risks in order of greatest priority. We also share case studies from past incidents within the Group on the Group's intranet, and each Operating Company takes steps toward preventing such accidents from happening again.

Each of our business sites in Japan has a Health and Safety Committee composed of both employees and management and which is charged with investigating measures to prevent danger to workers, measures to prevent the causes and recurrence of workplace accidents, measures to prevent damage to workers' health, measures to promote the maintenance or improvement of workers' health, and other similar topics. To prevent workplace accidents among contractors' employees operating on our premises, we also hold Health and Safety Meetings with those contractors operating on our premises and manage health and safety overall, including facilitating communication between operations and the like.

Promoting external certification

ISO 45001

Workplaces within the Panasonic Group are working to obtain ISO 45001 certification, a process which involves clarifying the roles of all employees using the standard, setting goals and driving health and safety activities forward while also conducting regular reviews by the head of the business site, revising those activities based on those reviews.

As of the end of 2021, 118 out of the Group's 188 manufacturing sites have obtained ISO 45001 certification, and 54 work sites are preparing to transition to ISO 45001 certification from OHSAS 18001 or other standards.

Outstanding Organization for Health and Productivity

In the Japan region, the Group has been working on efforts toward being recognized as an Outstanding Organization for Health and Productivity by the Ministry of Economy, Trade and Industry, and each of the Operating Companies in the region were able to join the tradition of this recognition passed on from the former Panasonic Corporation that was recognized in March into the Operating Companies starting in April. The Panasonic Group views measures crucial to health management in the spirit of a company where everyone has a way to shine, and we promote good mental and physical



fitness and health of our employees and their families while also fostering a culture at the work sites where every employee can do their best. We encourage and support the well-being of our employees, and that is our motivation as we undertake our corporate activities toward the achievement of our ideal society with affluence both in matter and mind.

[WEB List of Panasonic Group's certified work sites \(Japanese only\)](https://phio.panasonic.co.jp/healthy_company/list.htm)
https://phio.panasonic.co.jp/healthy_company/list.htm

WELL Certificatio*

The Panasonic Group has received the following international certifications for our creation of well-being-oriented workplaces where all employees can do their best work.

- Jan 2021: Life Solutions Company, Systems Solutions Development Center (at present time, Panasonic Corporation's Electronic Works in Osaka) awarded WELLv2Pilot Gold Certificate
- Jan 2022: Panasonic Yizhuang Manufacturing (Beijing) WELL Health Safety Rating
- Jan 2022: Matsushita Memorial Museum (Beijing) WELL Health Safety Rating
- Jan 2022: Panasonic System Communication Company (Beijing) WELL Health Safety Rating
- Mar 2022: Panasonic Tokyo Shiodome Building (Tokyo) WELL Health Safety Rating
- July 2022: Panasonic Hiroshima Nakamachi Building (Hiroshima) WELL Health Safety Rating

In addition to continuing to increase the number of certifications held by workplaces within the Group, we also offer consulting services to other companies working to obtain certification.

* An assessment system for office spaces that hope to foster a better cycle of creativity in addition to the perspectives of the impacts of the design, structure, and use of space on peoples' health, established in 2014 by the U.S.-based International WELL Building Institute Public Institute (IWBI), a public institute. There are four certification levels in WELLv2: platinum, gold, silver and bronze. There is also a WELL Health and Safety Rating, which can assess the safety and health in workplace.



The International WELL Building Institute™ and related logo are trademarks used with permission from the International WELL Building Institute™

Safety

Guidelines for creating and applying Equipment Safety Standards

To prevent the risk of occupational accidents involving equipment, the Panasonic Group reviews safety conditions by evaluating compliance with our Equipment Safety Standards. These precautionary audits take place when Panasonic business sites develop and deploy or purchase production equipment or technologies, or quality evaluation equipment and apparatuses. Our Guidelines on Creating Equipment Safety Standards form the basic outline for the Equipment Safety Standards at each business site. They take into account the laws and regulations of Japan, international standards, our know-how, and real disaster case studies. We publish these Guidelines in multiple languages.

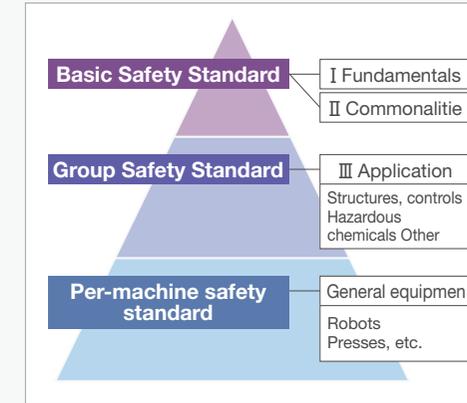
Preparing for Emergencies

We have established policies, systems, and other basics for emergency response in our Group-wide Emergency Response Procedures and related manuals to prepare for all types of emergency situations. We prepare for emergencies by making sure to respond carefully according to the response procedure through regular disaster drills (including practicing evacuation and safety checks) for foreseeable incidents like fires or natural disasters and undertaking activities to spread awareness about preventing secondary disasters. See the Risk Management chapter (P118) for more details.

System for creating and applying Equipment Safety Standards

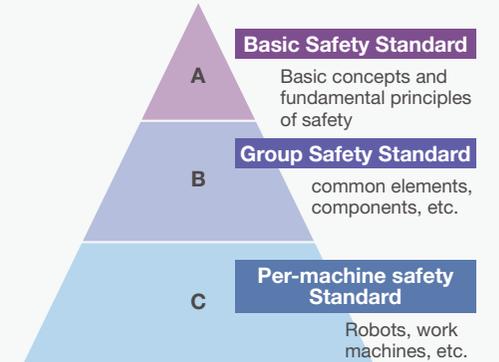
Diagram of the Equipment Safety Standards System at Panasonic

- Uses the same system of standards at International Safety Standards 10S/IEC (Guide 51)
- Annually reviewed, updated, and publicized internally



Reference:

International Safety Standards ISO/IEC (Guide 51)
 JISZ8501



Response to workplace accidents

When a workplace accident occurs, the Panasonic Group follows our Guidelines for when a Workplace Accident Occurs and the general manager of health and safety for the work site where the workplace accident has occurred makes a prompt and accurate report to the general manager of health and safety for the Operating Company.

We have established mechanisms to manage workplace accidents at roughly 340 sites globally, report serious workplace accidents that happen within 24 hours and monitor them for 365 days, and share cases studies and the like on workplace accidents with the entire Group. At work sites where a workplace accident has happened and in addition to investigating the cause

and implementing measures to prevent it from happening again, we also undertake preventive initiatives at each Operating Company with reference to past accidents.

Recent Incident Background and Recurrence Prevention

In 2021, there were four instances of a serious accident that left physical damage in Japan, and six outside Japan. The Panasonic Group recognizes the recent consistently higher trend in this number as a critical issue to be addressed.

According to our analysis, the primary cause of serious accidents is work being performed without stopping the equipment when performing non-standard operations such as adjustments or maintenance on production equipment, leading to fingers and hands being caught in moving parts of equipment. Such accidents account for approximately 70% of the total number of accidents, and we have found that older production equipment in particular requires safety measures.

To prevent the same accidents from happening again, we make sure that employees are well-informed of the message from the Group's CEO and our guidelines for safe work during non-standard operation and disseminate information about the application of the Group's Equipment Safety Standards, and we have even restructured our Equipment Safety Education System in order to train up individuals who can develop, practice and establish risk assessments and safety technologies on the production floor.

Specifically, in addition to study sessions on the Group's Equipment Safety Standards, we have also built new educational programs for employees who develop and deploy equipment and for those who use equipment (eLearning and in-person) and since the second half of 2021, we have trained and certified 125 Equipment Safety Promotion Instructors and are currently rolling out educational activities for some 3,200 production engineers across Japan by these certified instructors.

The Panasonic Group will continue to train and educate individuals who will be able to introduce and realize new safety technologies geared toward eradicating workplace accidents.

Equipment Safety Education System

	Learning about international standards		Learning about Group standards
Course title	Seminar on Equipment Safety for Engineers (Makers of equipment)	Seminar on Equipment Safety for Managers (Users of equipment)	Workshop on Equipment Safety Standards
Provide to	Production engineers who primarily design and improve equipment (including those responsible) <ul style="list-style-type: none"> Production process engineering Equipment maintenance Health and safety, etc. 	Those in production engineering, production, or safety who primarily manage the use of equipment <ul style="list-style-type: none"> Production process engineering Equipment maintenance Health and safety Production line leaders, etc. 	Anyone learning about the Group's policies for drafting, updating, and sharing Equipment Safety Standards <ul style="list-style-type: none"> Production process engineering Equipment maintenance Health and safety Production line leaders, etc.
Details	<ul style="list-style-type: none"> e-Learning: 24 hours In-person: 2 days 	<ul style="list-style-type: none"> e-Learning: 6 hours In-person: 1 day 	<ul style="list-style-type: none"> e-Learning: 7 hours In-person: 1 day
	<ul style="list-style-type: none"> Technical theory, relevant laws Overview of functional safety and safety systems design Risk assessment and reduction in machine design and production stages, notification of danger Practice: Equipment design risk assessment 	<ul style="list-style-type: none"> Technical theory, relevant laws Overview of functional safety and safety systems design Practice: Equipment design risk assessment 	<ul style="list-style-type: none"> Explaining the standards Practice: Conduct a safety audit of actual equipment

Occupational Health

Regarding special tasks such as the handling of heavy objects or chemical substances, Panasonic will conduct work reviews work performed by using Safety Data Sheets (SDS) and provides appropriate protective equipment to reduce the necessity of such work as much as possible. Coinciding with the new obligation to conduct chemical substance risk assessments (as of June 2016), we review substances subject to the assessment, conduct additional health checkups in compliance with all laws and regulations, and continually monitor the situation so that there are no negative effects on employees' health.

The Ministry of Health, Labour and Welfare has also revised parts of its regulations aimed at preventing on-the-job accidents involving chemical substances, including regulations on occupational safety and health. These revisions are premised on the national government expanding infrastructure for communicating information about dangers and hazards posed by harmful chemicals as well as standards for upper limits on exposure it has set, including harmful chemical substances that have not as yet become subject to regulations, and requires businesses to take appropriate measures to prevent exposure (self-driven management). The Panasonic Group established our Chemical Substance Management Standards in April 2022, created a chemical substance management working group, and shares the necessary

information across the Group on progress with new initiatives geared toward enabling smooth transition to a new framework created with consideration to the changes to these laws, and are sharing and promoting information about the self-driven management of chemical substances across the Group, including issues, measures, rules, and training that we should consider as a Group.

Chemical Substance Management Standards

The Group established these standards in April 2022 to facilitate a smooth transition Group-wide with regard to measures that are required based on changes to the Occupational Health and Safety Act, Fire Service Law, Poisonous and Deleterious Substances Control Law and other relevant laws. The goal of these standards is to enable us to appropriately and effectively work toward eliminating and reducing sources of danger or hazards to prevent work-related illness caused by chemical substances or the like in the workplace, as well as implement health management.

Promoting Organization

The Group CHRO is the executive responsible for promotion (as of August 2022). Decisions regarding Group policies and measures are made by the Industrial Health and Safety Promotion Committee, with the Chemical Substance Management Working Group set under the Committee to determine the specifics of measures, and measures are implemented by a Health and Safety Committee at each workplace.



Employee Health (in Japan)

As Panasonic Group's employees become older, the number of individuals with obesity or other health problems is increasing. With more employees working from home due the COVID-19 pandemic, issues like a lack of exercise and communication are becoming more prevalent as well. We need to raise employees' health literacy and get more employees to adopt healthy practices.

One example of an initiative meant to raise our employees' awareness about health is to have a Group-wide Health Improvement Day (October 1). For FY 2022, each workplace undertook initiatives aimed at educating employees on crucial health practices on the theme of "sleep and recovery from exhaustion," a critical theme in that year's Healthy Panasonic program. We are also working on initiatives for providing health information, viewing diagnostic results, health challenges, and healthcare points using web services, lifestyle habit apps, and the like as part of our efforts to leverage ICT in promoting employee health.

In terms of the environments we provide, in addition to promoting the prohibition of smoking indoors (implemented at 90.6% of workplaces), we have also been working on creating more health-conscious environments for employees in cooperation roughly 40 food service contractors to conduct an annual survey about employee cafeterias at 107 workplaces across Japan. To date, 13 cafeterias have been externally certified (through the Healthy Diet and Food Environment certification system).

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

We have also created a Guide to Healthy and Safe Remote Work, providing some cautions when it comes to remote work and simple exercises that individuals can do at home to support our employees in taking care of their own health and wellness.

There is a tendency for individuals who have more proper lifestyle habits in all five areas of lifestyle habits (sleep, diet, exercise, moderation with alcohol, and avoiding tobacco) to be less likely to be obese and have better job performance (based on self-evaluation). One of the goals of the Healthy Panasonic initiative is to increase the proportion of individuals who have four or more of these proper habits by fiscal 2024 to at least 50%. That proportion was 36.5% in fiscal 2022, a 0.3% increase from the previous year.

* "Proper lifestyle habits" as defined by the standards of the Health Scoring Report

Health Maintenance Betterment Standards

In the interest of appropriately and effectively undertaking measures to maintain both employees'

physical and mental health, in these Standards we have laid out procedures for health checks and follow-up measures, procedures for guidance on interviews with individuals working long hours, procedures for tests and the like to measure the level of psychological burdens, procedures for stopping those who are ill from working, and stipulates that Health Maintenance Betterment Plans and mental health promotion plans must be created. The Panasonic Group's Health Maintenance Betterment Measures and the Panasonic Health Insurance Union's healthcare business to create synergy between all their initiatives.

When it comes to the specific promotion of initiatives, members are selected from the company, the labor union, and the health insurance union to promote them as Healthy Panasonic initiatives.

Promotional Framework

The executive in charge of promoting Healthy Panasonic is Executive Officer and Group CHRO (as of August 2021). Panasonic Group has established the Healthy Panasonic Promotion Committee to determine the policies and strategies for Healthy Panasonic. Under this committee, the Healthy Panasonic Working Group decides on the specifics of these strategies, while Health and Safety Committees implement these strategies at each business site.

Organizational structure for the promotion of "Healthy Panasonic"



Stress Check

All Panasonic group companies conduct Stress Checks in June of each year, in order to promote group analyses and workplace improvements on a company organizational unit level in addition to the conventional response for those under high stress. We also provide e-Learning in conjunction with these stress checks and recommend that employees practice self-care in terms

of sleep, diet, and exercise as a crucial part of taking care of their health. In addition to providing employees with an opportunity to identify 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 long hours or whose regular health screening results suggest a need for monitoring their safety receive a consultation from an occupational physician based on Panasonic Group's own criteria. Measures are also taken to prevent damage to the employee's health, including by addressing working conditions and environment.

Furthermore, from the perspective of employee health and statutory compliance, we are striving to address excessive working hours and fundamentally review work processes in a way that goes beyond short-term efforts. This is part of our approach to continuously improve how employees engage in work and downtime.

Pandemic Response

In the interest of the peace of mind of our customers and suppliers, and the safety and health of all of the stakeholders in the Panasonic Group, including all our employees and employees of the companies we work with, as well as their families. The Group's response to the COVID-19 pandemic has included setting up an emergency response headquarters to answer the need to be able to respond urgently and appropriately, and the entire Group is working together, with cooperation between all Operating Companies in Japan and group companies in each region outside of Japan on initiatives to ensure business continuation, all while placing the preservation of the lives and health of our employees and their families above all else.

In addition, in accordance with government policy, we launched a workplace vaccination program for COVID-19 in June 2021, with vaccinations totaling some 104,000 across five key offices in Japan (Osaka, Tokyo, Shiga, Fukuoka, and Kanagawa). The Panasonic Group will continue to do our part to prevent the spread of COVID-19 and bring the pandemic to an end soon.

Training

Panasonic Group educates employees, including dispatched workers, managers, and occupational health and safety personnel based on the Safety and Health Education Guideline and the Mental Health Education Guideline that it has established.

Each of our workplaces learns about good examples of good initiatives related to personal health and occupational health and safety promotion from one another with the Group's Employee Personal Health and Occupational Health and Safety Forum held in September each year where those responsible for Group health and safety come together to recognize workplaces

that have achieved zero incidents, those that have undertaken exceptional initiatives, and so on. We work to make this Forum a chance for the Group’s CEO to share his vision for activities related to personal health and occupational health and safety with all executives and other relevant individuals, to gain knowledge from outside experts, for workplaces to share success stories about initiatives related to personal health and occupational health and safety promotion activities from one another, and to set a high standard for our health and safety activities.

We also make sure that everyone in the Group is well informed about our initiatives by distributing messages about the year’s events from the Group Health and Safety Management division during National Safety Week in July and National Occupational Health Week in October each year.

Group-wide Core Training and Numbers of Trainees (Fiscal 2022)

Group	Name of Training	Period/Time	Number of Trainees
New hires (all types)	All new hire trainees	30 minutes	903
	Career Hires Introductory Training	30 minutes	438
HR roles	Course on Human Resources Basic Roles	2.5 hours	66
Manufacturing-related roles	Lectures on Machinery and Equipment Safety Standards	2 days	20
Executives/managers	Occupational Health and Safety Seminar for Executives and Plant Managers	2 days	20
Managers of HR	Occupational Health and Safety Seminar for HR Manager	2 days	24
Managers of Manufacturing line	Occupational Health and Safety Seminar for Production Engineering Manager	3 days	128
Total			Roughly 1,600

*All seminars are for employees of Panasonic group companies in Japan.

Support Centers for Occupational Health and Safety

The Panasonic Group has established the following support centers to help employees prevent or deal with mental or physical stress. The following are examples from Japan:

Employee Counselors

Since 1957, the Group has designated highly experienced employees as “counselors,” and it has implemented a “Counselor System” whereby other employees may confer with them. The counselors answer any question other employees may have concerning welfare systems, and

provide support to help employees resolve individual worries or problems that they face in their work or private lives.

EAP* Consultation Office

The Group 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 organization.

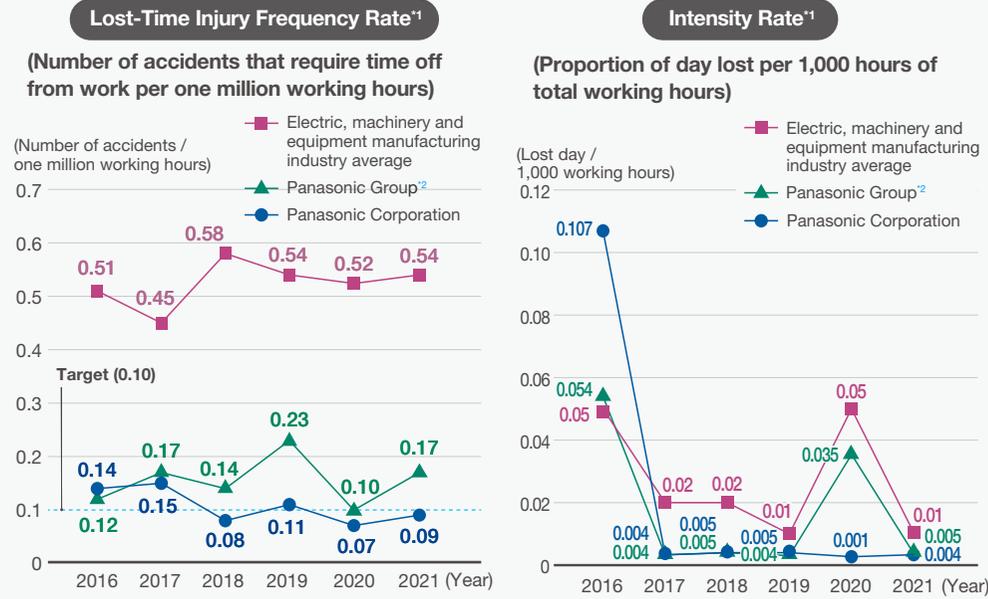
* EAP: Employee Assistance Program

Company Clinic

Full-time physicians and occupational health personnel are deployed to company clinics to provide a health support 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.

Related Data

Incidence of Occupational Accidents and Responses (in Japan)



Source: Research on Occupational Accident Trends (Ministry of Health, Labour and Welfare)
^{*1} For the Panasonic Group in Japan, excluding temporary staff and on-site contractors.
^{*2} For the Panasonic Group in Japan.

Number of Fatal Accidents (Global)

	2017	2018	2019	2020	2021
Target	0	0	0	0	0
Group employee	0	1	0	1	0
Temporary staff / onsite contractor employee	0	0	1	0	0

Number of Serious Accidents (Global)

	2017	2018	2019	2020	2021
Japan	0	1	3	5	4
Outside of Japan	4	3	7	4	6

*Serious Accidents: Occupational accidents that cause physical disabilities, such as amputation of limb.

Health Key Performance Indicators (in Japan)

