

Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

Maximizing the Potential of Diverse Talent and Organizations Materiality

Panasonic Group is committed to realizing well-being and job satisfaction by creating a work environment where every Panasonic employee*1 can work in a safe, secure, and healthy state with their individuality respected and eliminating the risk of infringement on their rights and opportunities through unfair treatment, discrimination, or prejudice. Nurturing and motivating the precious people society entrusts to us is the foundation of our management. We aim to be a company where every employee, regardless of their gender, age, nationality, or other attributes, can Unlock their potential by themselves, by taking bold and positive challenges beyond others' expectations and maximizing their skills and abilities.

*1 Within this section, the following list of stakeholders are collectively referred to as "Employees": (1) all employees having employment relationships with any Panasonic Group company including those working based on the contract with the Group, as well as external contractors and seconded employees working under the control and supervision of any Panasonic Group company; and (2) all board directors, executive officers, executive counselors, fellows, corporate auditors, supervisory board, and corporate advisors or equivalent person appointed by any Panasonic Group company. It also includes employees of key companies subject to some Group HR and other systems.

Policy

Panasonic Group Founder Konosuke Matsushita pursued management that placed significance on nurturing and developing people so that they can thrive based on his philosophy of "develop people before making products." We inherit this philosophy and practice human capital management, rooted in the unwavering core of our Basic Business Philosophy, to maximize the human resources that society entrusts to us as a form of capital.

The Group's management is not conducted solely by top executives. We value "employee entrepreneurship," where each and every employee takes responsibility for their work and approaches tasks with a sense of ownership. Furthermore, we emphasize "participative management through collective wisdom," leveraging the wisdom, diversity, and abilities of all employees in management. Our Basic Business Philosophy outlines how "autonomous responsible management" is attained through both axes of "employee entrepreneurship" and "participative management through collective wisdom."

Moreover, we promote Diversity, Equity, and Inclusion (DEI) Groupwide as we believe diverse viewpoints and values will lead to better decision-making and business growth.

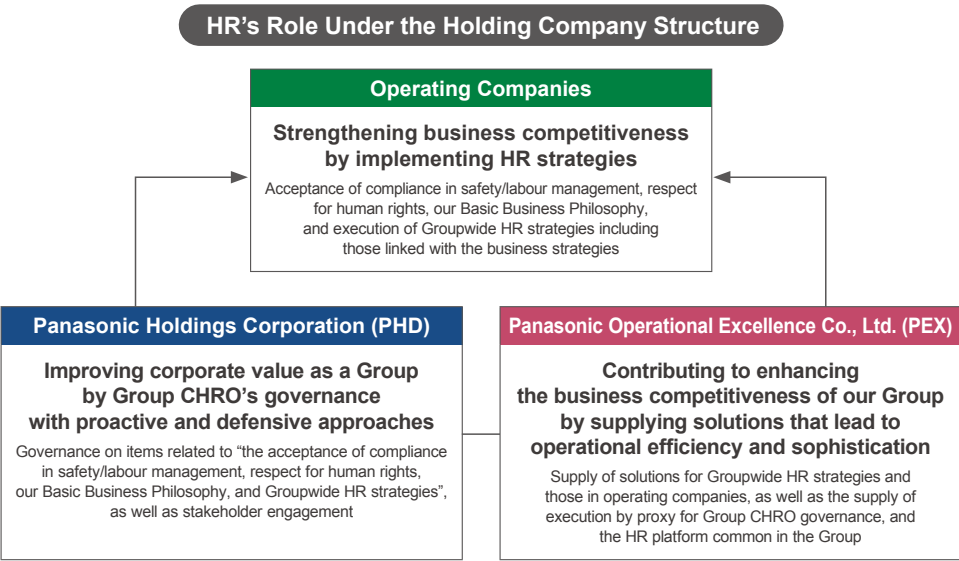
[Panasonic Holdings Corporation DEI Website: Panasonic Group DEI Policy](https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion/policy.html)
<https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion/policy.html>

In April 2023, we established the Panasonic Leadership Principles (PLP) as a code of conduct to implement our Basic Business Philosophy. Under these guidelines, every employee, regardless of their rank, aims for a higher level of leadership.

Responsible Executive and Framework

The executive officer responsible for creating and promoting the HR strategy of Panasonic Holdings Corporation ("PHD") and the entire Group is the Group Chief Human Resources Officer ("Group CHRO"). The PHD Strategic Human Resources Department is responsible for planning and formulating strategies across the Group. At the same time, the HR departments at the operating companies and their affiliated divisions have the same responsibilities at the organizational level and manage day-to-day operations.

Under the holding company structure, effective April 2022, each operating company must establish an optimal business structure tailored to its industry, customers, and competitors, in strict compliance with the concept of autonomous responsible management. Each operating company is responsible for planning and executing human resource strategies, including acquiring and developing human resources, building compensation and evaluation systems, and promoting organizational development. Meanwhile, PHD is responsible for supporting the operating companies from the perspective of corporate governance and stakeholder engagement. Panasonic Operational Excellence ("PEX") also assists the operating companies by providing solutions to enhance competitiveness.



Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

The Group CHRO oversees corporate governance through our compliance with safety/labor regulations, respect for human rights, dissemination of the Basic Business Philosophy, and Groupwide HR strategies. To this end, the Group CHRO holds one-on-one meetings with the CHROs of each operating company and reviews their HR strategies, which are then submitted to their respective boards of directors. Moreover, the Group CHRO actively discusses new initiatives in Groupwide HR strategies through reports to the PHD Board of Directors.

Current Challenges

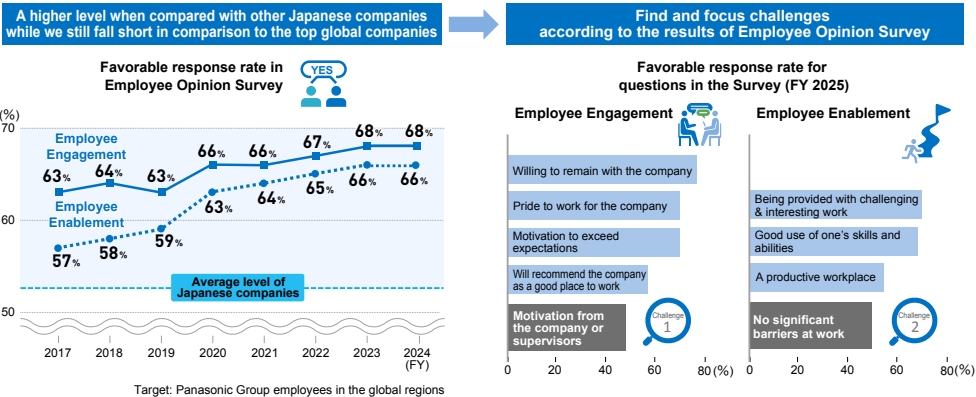
The Group conducts an Employee Opinion Survey annually for approximately 150,000 employees globally. The survey places particular emphasis on employee engagement (the willingness to contribute voluntarily) and employee enablement (placing the right person in the right position and creating comfortable working environments). The favorable response rate to these questions has been steadily increasing due to initiatives such as work style reforms.

Despite these results being among the highest for Japanese companies, we believe that there is room for improvement to reach the level of top global companies. Upon analyzing the trends in these favorable response rates, we found that two of the nine questions comprising employee engagement and employee enablement have consistently shown low favorable response rates.

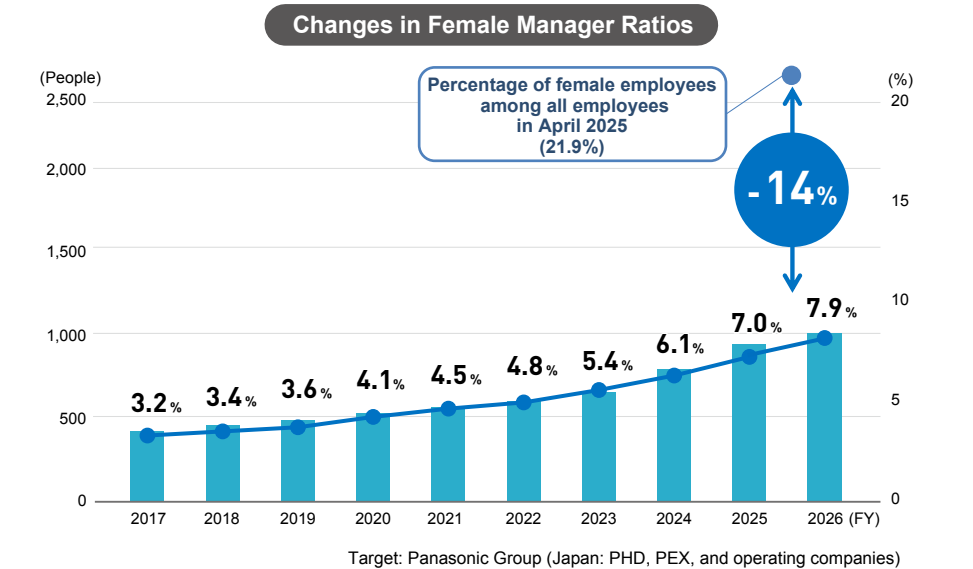
These questions involve improving “motivation from the company or supervisors” and “significant barriers at work.” These low favorable response rates indicate there is significant room for improvement in creating an environment where individuals can maximize their potential and feel comfortable taking on new challenges.

Current Challenges

For further improvement of employee engagement, we have two challenges to focus.



Further analysis reveals that Japan faces particular issues that need to be addressed with regard to female employees, young talent, and mid-career hires. For instance, relatively few female employees responded in the Employee Opinion Survey that they felt they could achieve their career goals within the Group, compared to male employees. We believe that further advancing the placement of women in management and organizational decision-making positions will broaden their career opportunities and lead to high-quality decision-making by diverse leaders.



We must also provide opportunities for young talent and mid-career hires to play an active role while maintaining a high level of engagement from the time they join the company. That involves assigning them to decision-making positions soon after their arrival.

At the same time, high productivity is crucial for making informed decisions and implementing effective initiatives. Human capital management is about enabling the people entrusted to us by society to fully utilize their abilities, building highly productive business processes, and fundamentally reviewing fixed cost structures to pursue “best work processes” (one of the PLPs mentioned earlier).

Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision**
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

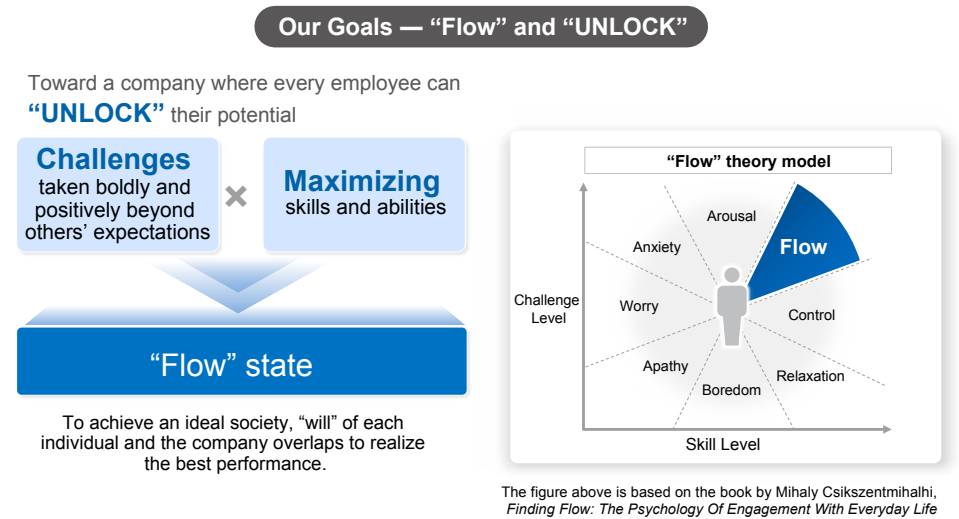
Our Vision

Further accelerating the Group’s transformation and growth necessitates that we face the aforementioned challenges head-on, encourage all employees to take on new challenges with enthusiasm, and create an environment where our people and organizations can grow together.

Thus, we have reaffirmed our commitment to be a company where every employee can Unlock their potential by themselves, by taking bold and positive challenges beyond others’ expectations and maximizing their skills and abilities, as we aim to realize an ideal society with affluence both in matter and mind.

The Founder, Konosuke Matsushita, once talked of an environment where employees would “be so immersed in work that they would feel an unceasing sense of joy and fulfillment in their work.” This flow state is the greatest gift that the Founder believed he could offer to employees, allowing them to take on challenges and maximize their skills and abilities. Our focus on Unlocking potential draws its inspiration from this aspect of Konosuke Matsushita’s philosophy.

The business will be more successful the more employees execute its strategies in a state of flow. Therefore, we have established our Unlock Indicator to represent the proportion of employees in a flow state, with the global target at 60%.



Critical Indicators

The Group monitors materialities related to human capital using the following indicators.

Materiality and Indicators Regarding “Maximizing the Potential of Diverse Talent and Organizations”

Materiality	Our vision	Indicators		Current situation	Targets
Organization culture transformation	Employees taking bold and positive challenges and maximizing their skills and abilities	“UNLOCK” indicator	Favorable response rate for both questions in the Employee Opinion Survey, "Motivation from the company or supervisors" and "No significant barriers at work" (Target: Group employees globally)	FY2025: 43%	FY2028: 60% FY2031: 70%
Develop & appoint diverse, transformational leaders	Diverse transformational leaders making high-quality decisions	Diversity ratio of the management team	Diversity of PHD Executive Officers (Total ratios of female, non-Japanese citizens and mid-career hires)	April 2025: 54%	More than half
		Ratio of female managers	Female ratio in management positions (in Japan)	April 2025: 7.9%	April 2028: 12% April 2031: 16%
Safe, secure and healthy work environment	Operating with a safe, secure, and healthy environment as a prerequisite	The number of serious accidents	Number of fatal accidents or accidents resulting in long-lasting physical disabilities	7	Zero
		The number of major accidents	Number of accidents affecting at least three people	0	Zero

As mentioned earlier, we have established our critical Unlock indicators based on the two issues identified through the Employee Opinion Survey, aiming to transform our organization culture so that employees take bold and positive challenges and maximize their skills and abilities.

Developing and appointing diverse, transformational leaders who will shape the future involves setting diversity ratios (tracking women, non-Japanese citizens, and mid-career hires) within all Group company management teams as key indicators to achieve high-quality decision-making across management. Women are highly underrepresented in the Group’s management in Japan, despite demonstrating no difference in ability based on their gender. We have identified the ratio of women in management as a critical indicator, given our recognition of this underrepresentation as a key challenge in advancing DEI, which aims to leverage differences as strengths to create new value.

We have set targets to reduce the number of serious and major accidents, ensuring that we operate in a safe, secure, and healthy environment as a prerequisite.

Additionally, we monitor EBITDA^{*2} divided by personnel expenses within the Group in order to have "the best work processes" by enhancing value-added labor productivity.

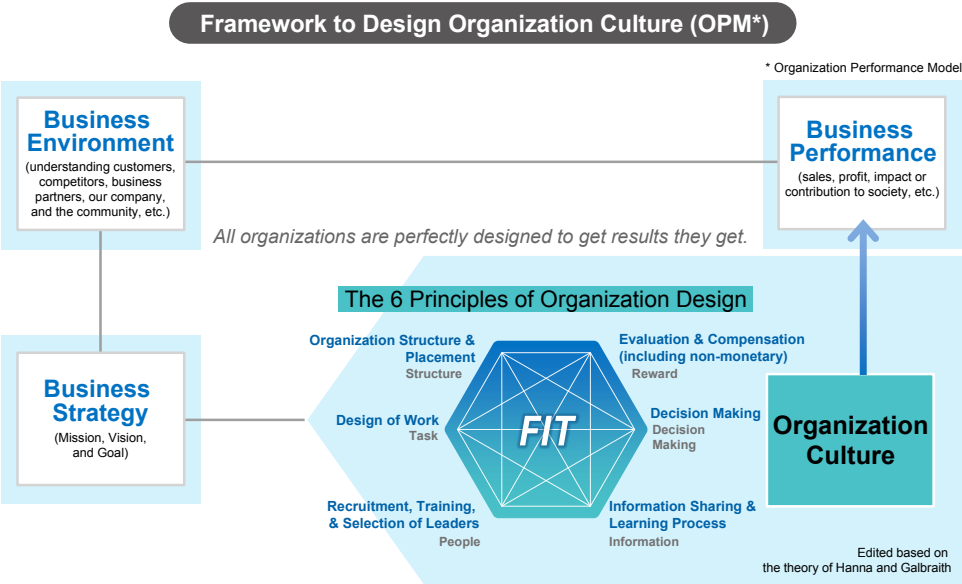
^{*2} EBITDA: The total of operating profit, depreciation (tangible/right-of-use assets), and amortization (intangible assets)

Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

Organization Culture Transformation

Organization culture should not be left to develop naturally, but rather should be intentionally designed to maximize business results. No matter how great a strategy is, people must execute it. The outcome of a strategy is significantly influenced by the actions of each individual and the organization's structure. Employees will not be able to take on challenges or grow if they cannot Unlock their potential. The organization will not be able to fully leverage its collective strength if its strategy is not aligned with a culture that encourages behavioral change. Therefore, we have utilized the Organization Performance Model (OPM) framework to develop the Group's 6 Principles of Organization Design, which define the type of organization culture we aspire to achieve.



The 6 Principles of Organization Design function effectively only when they are interconnected and consistent with one another, supporting the entire organization's growth. For example, we must reward employees appropriately and with a sense of balance based on the principle of Evaluation and Compensation. The Information Sharing & Learning Process principle encourages a shift away from inward-looking attitudes and ignites curiosity. Recruitment, Training, & Selection of Leaders emphasizes developing diverse, transformational leaders and boldly promoting them. We then design jobs that enable these leaders to support their team members in tackling challenges and provide an environment where they can work enthusiastically in a state of flow. We integrate these elements as we strive to help people and the organization grow together, leading to business results.



Illustrative Example: Mobile Solutions Business Division, Panasonic Connect Co., Ltd.

The Mobile Solutions Division, which handles notebook PCs, is promoting reforms based on selective focus on projects, aiming to achieve profit-oriented management. All employees understand the strategy of tying the profit generated through reforms to new growth. Disclosing management figures and making the organization flatter are accelerating decision-making. The team is integrating the knowledge gained from its diverse human resources through clear salary increases, promotions, and personnel mobility.

[Panasonic Holdings Corporation Website: Human Capital Management](https://holdings.panasonic/global/corporate/sustainability/human-capital-management.html)

Illustrative Example: China & Northeast Asia Company, Panasonic Corporation

Under a policy of "decisions on China are made by China," the China & Northeast Asia Company (CNA) addresses organizational design while incorporating the views of its 4,000 employees. It emphasizes the practice of making decisions based on the slogan "China Speed, China Cost, and China Style." The aim is to create a frontline-adjacent decision-making framework that enables the organization to respond agilely to market and customer changes. The company is also actively promoting local employees to leadership positions and learning from other companies to accelerate organizational growth.

[Panasonic Holdings Corporation Website: Human Capital Management](https://holdings.panasonic/global/corporate/sustainability/human-capital-management.html)

Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

■ Organization Structure & Placement

Personnel Optimization as Part of Group Management Reforms

The 6 Principles of Organization Design prescribe that the organizational structure and placement should always be flat and straightforward from the customer’s perspective, and that evaluation and compensation should be based on individual results and actions. The aim is to enable all employees entrusted to us by society to utilize their abilities to the fullest. We will develop highly productive business processes that leverage data and technologies, including generative AI. Simultaneously, in fiscal 2026, we will optimize our personnel placement in each global region as part of the Group’s management reform. We will also create a lean and environmentally resilient corporate structure to facilitate the Group’s sustainable growth, while maintaining strict control over sustainable personnel counts.

■ Evaluation & Compensation

Framework for Rewarding Results and Behavior (Japan)*3

The Group determines the Role/Grade System that forms the basis of employee compensation based on the responsibilities of each individual’s role. This system aims to compensate the Group’s diverse employees based on the scope of their work and responsibilities. This approach helps enhance the transparency of our human resources systems and fosters a greater understanding among employees. Clarifying goals for new challenges encourages people and organizations to take on these challenges boldly, without fear of failure.

We conduct annual evaluations of each employee’s actions and achievements in relation to the goals they have set for themselves. These evaluations involve engaging employees and their supervisors in dialogue to ensure that employees understand their evaluations and to foster a desire to take on further challenges.

We have adopted a performance-linked compensation system that sets bonuses for the current fiscal year based on corporate performance during the previous fiscal year. Corporate performance is reflected in compensation more at higher levels of management. Moreover, individual bonuses are determined based on an individual’s performance in their job during the previous fiscal year. With corporate and individual performance impacting compensation to some degree, Panasonic inspires the desire to improve both aspects of performance.

All Group companies implement or revise their systems by tailoring them to their respective industries and markets, such as introducing job-based talent management.

*3 This framework for rewarding results and behavior applies to all employees with indefinite employment contracts at PHD, PEX, and six operating companies.

Illustrative Example: Job-Based Talent Management, Panasonic Industry Co., Ltd.

Panasonic Industry introduced essential criteria for roles and human resources, along with a two-tier grading system, to encourage employees to take on new challenges. “The Job Description,” essential criteria for roles and human resources, clarifies job requirements using internal and external perspectives, creating an environment where employees can proactively choose their own career paths. Panasonic Industry has also introduced a two-tier grading system for management and specialists to support employees in building flexible career paths.

🔗 **Panasonic Holdings Corporation Website: Human Capital Management**
<https://holdings.panasonic/global/corporate/sustainability/human-capital-management.html>

■ Information Sharing & Learning Process

Employee Resource Groups (ERG)*4

Employees from across the Group’s operating companies and job titles voluntarily form communities based on common interests or concerns. They engage in various activities, driven by a desire to improve the workplace environment, organization, and management. Community themes are diverse, encompassing childcare, long-term care, disabilities, gender, LGBTQ+ issues, mid-career hires, business model development, and technology innovation. For each employee, their involvement leads to them making suggestions to the company, participating in management, solving problems, and creating a place for themselves. For the company, ERGs help address management issues, encourage innovation, enhance the workplace environment, mitigate turnover risk, and boost employee motivation. The company values these voluntary efforts by employees.

*4 Employee Resource Group (ERG) refers to organizations or groups of employees who share the same values and beliefs and actively engage in activities across operating companies and departments.

Alumni Community (Japan)

In April 2024, we launched the Panasonic Group Alumni Community to maintain connections and encourage collaborative co-creation with alumni (retired employees). The initiative aims to reexamine the relationship between the company and its alumni, which is often severed due to retirement, and build a new relationship between the company and individuals that does not end with retirement, thereby generating collaborative co-creation. As of May 2025, over 500 alumni have registered, and we will continue to create various opportunities for future encounters. Furthermore, this initiative is catalyzing the Group’s recognition as a company to which people want to return. With 27 people having returned to us in fiscal 2025, we are already seeing the benefits of the Alumni Community.

Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

- [🔗 Panasonic Group Alumni Community Launches Fully Operational \(Japanese only\)](https://news.panasonic.com/jp/press/jn240410-3)
<https://news.panasonic.com/jp/press/jn240410-3>
- [🔗 Alumni Research Institute, Japan Alumni Award 2024 \(Japanese only\)](https://alumni-lab.jp/jaa2024)
<https://alumni-lab.jp/jaa2024>
- [🔗 Panasonic Holdings Corporation DEI Website: Community Efforts](https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion/inclusive/community.html)
<https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion/inclusive/community.html>

■ Recruitment, Training & Selection of Leaders

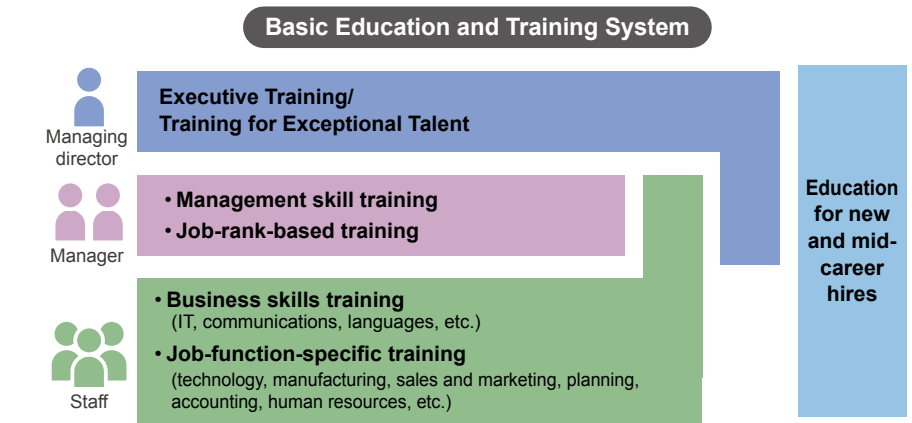
Global Recruitment Screening Based on Our Code of Conduct

Starting fiscal 2025, we introduced a global recruitment screening process based on the Panasonic Leadership Principles (PLP), our Code of Conduct for implementing the Group's Basic Business Philosophy. Our goal is to recruit individuals who align with our Basic Business Philosophy and are capable of implementing it effectively. Specifically, we are designing a screening process that utilizes selection criteria based on the PLP and standard models for conducting interviews. We are implementing them in each country, region, and company, tailored to their unique labor markets and business environments. Prioritizing action allows us to attract a diverse range of talent without bias toward specific attributes.

[Social Data: Career and human resources development data \(Recruitment\), page 139](#)

Basic Human Resource Development System

Nurturing and motivating the precious people society entrusts to us is the foundation of our management. The Group's human resource development system offers a wide range of programs tailored to different levels and job types; however, we believe that the driving force behind these programs should come from within each workplace. At each workplace, we encourage employees to develop a growth mindset through one-on-one meetings with their supervisors. Daily, detailed on-the-job training (OJT) forms the foundation of talent development. Effectively combining OJT with group training complements and reinforces the knowledge, skills, and experience necessary for growth. Rather than the company providing educational opportunities unilaterally, we support employees in clearly envisioning their ideal selves and actively pursuing learning opportunities to achieve those goals.



Global Human Resource Development

In each country and region, we plan and operate our unique selective executive development training programs in cooperation with Japan to bolster our business leadership development. For instance, in Europe, we operate the Next Generation Talent Program (NGTP), a 12-month human resources training program. It includes workshops on our Basic Business Philosophy and diversity, launching and promoting actual business projects, mentoring and coaching, as well as various other activities. Participants collaborate with partners from multiple European affiliates to enhance their overall business knowledge and skills. We also run the Middle Management Development Program (MMDP) in India. In fiscal 2025, we partnered with the Indian Institute of Management to develop a training curriculum, which was attended by 27 employees, mainly from India, with some from Turkey and other countries. In Japan, we hold the Senior Management Development Program (SMDP) for key senior managers (including directors, general managers, and managers) worldwide, with 34 participants from 13 countries attending the most recent program in August 2024. Furthermore, we have a Groupwide Panasonic Global Mobility Policy that provides guidelines for inter-regional transfers and programs for overseas employees to work in Japan.

Resilience Training

We introduced a Resilience Program in fiscal 2022 to maximize each individual's potential and foster resilient people and organizations through a deeper understanding of human nature. The program is structured around three pillars: peak performance, resilience, and integration. Drawing on medical and psychological insights, participants learn how to enhance individual performance, transform adversity into growth for themselves and their organizations, and foster a diverse and inclusive work environment. Employees who have enhanced their resilience through this program are taking the lead in forming teams to tackle challenging projects with

Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

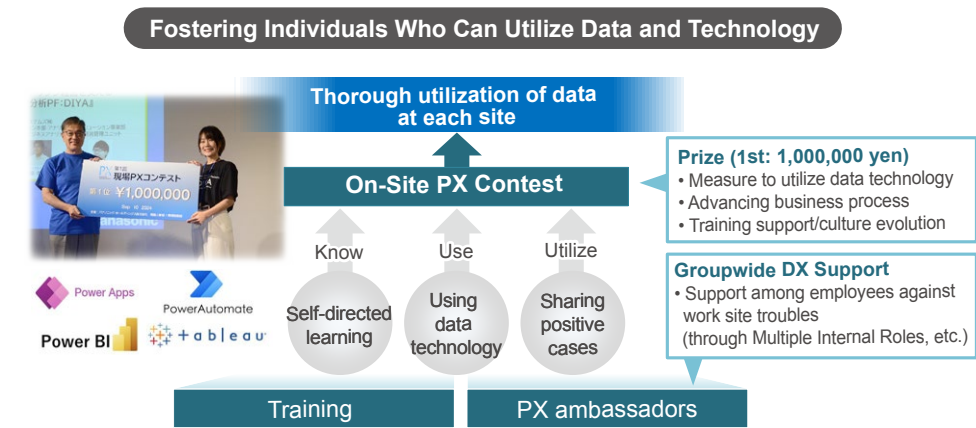
common goals, accelerating initiatives that integrate development, manufacturing, and sales, and developing new products by bringing together the expertise of diverse job types, among other notable achievements.

[Panasonic Holdings Corporation Website: Human Capital Management](https://holdings.panasonic/global/corporate/sustainability/human-capital-management.html)

Fostering Individuals Who Can Utilize Data and Technology

The Group is focusing on developing human resources capable of utilizing data and technology as part of Panasonic Transformation (PX), driving corporate transformation centered on DX. Under the PX Ambassador program, employees who volunteer to participate support issue resolution in the workplace. As of March 2025, 62 employees have volunteered across the Group, having resolved over 170 issues to date. We also promote the On-Site PX Contest, where we solicit PX case studies from across the company. In fiscal 2025, 803 entries were submitted, with a total of 1,112 employees receiving awards.

[Panasonic Holdings Corporation Website: Human Capital Management](https://holdings.panasonic/global/corporate/sustainability/human-capital-management.html)



Work Design

Work design refers to creating an environment that motivates each individual to remain engaged in their work. The Group believes it is essential that we provide opportunities for each individual to take on challenges that contribute to society voluntarily while supporting them to the fullest extent possible. To this end, we are promoting initiatives in Japan, such as A Better Dialogue (a dialogue between employees and their supervisors), internal open recruitment, career and life design seminars, and career counseling. We are also promoting global mobility worldwide.

[Social Data: Other human resources systems and measures, page139](#)

Voluntary Challenges and Self-Directed Career Support (Internal Open Recruitment; Japan)

Internal open recruitment is one framework that supports each individual's desire to take on challenges voluntarily and direct how their career develops. Groupwide programs include e-Challenge, e-Appeal Challenge, and Multiple Internal Roles, and our organizations remain open to the recruitment system even after becoming operating companies.

In fact, some operating companies are even creating their own open recruitment programs. Panasonic Industry, Panasonic Connect, and Panasonic Housing Solutions have introduced an open recruitment process for transfers and promotions, enabling employees who meet the eligibility criteria to apply for positions such as department managers or higher-level roles.

In fiscal 2025, a total of 3,211 employees applied through both Groupwide and operating company-specific programs, with 1,420 employees transferring. An additional 33 employees took on the challenge of having Multiple Internal Roles.

[Social Data: Career and human resources development data \(Internal open recruitment\), page 139](#)

Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future

Formulating Succession Plans and Nurturing Successors

High-quality decision-making is crucial for achieving an ideal society with affluence both in matter and mind through sustainable business growth. Therefore, nurturing and promoting diverse transformational leaders is indispensable. The Group places importance on experience (e.g., business management, management of overseas bases, or business creation) and knowledge and skills (e.g., decision-making, judgment, strategic planning, and execution) in addition to the leadership behaviors outlined in Panasonic Leadership Principles when developing successors for management positions.

Meanwhile, the increasingly uncertain business environment means it is more important than ever to have leaders who can boldly envision an ideal future, make high-quality decisions by leveraging diverse perspectives, and drive change. We aim to continuously develop such leaders by formulating talent requirements and succession plans for all critical positions within the group while intentionally identifying, developing, and monitoring successors over the medium to long term.

To this end, we have established a Talent Management Committee to clarify the talent

Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

requirements for key positions and implement a systematic approach to developing and placing next-generation leaders. This committee identifies, develops, and monitors successors from short-, medium-, and long-term perspectives.

The Group offers two paths to management positions. We have established individual platforms for grooming successors, through which we are promoting this initiative.

Frameworks of Successor Development

Framework of Management	Type of successors	Meeting for Discussion and Decision-Making	Common Functions
Top Management (Presidents of Operating Companies/ Division Companies, and PHD Executive Officers)	H talent	Group Talent Management Committee	• Early Identification • Assessment • Monitoring • Discussion/ Decision-Making
Levels of Business Operation (Executive Officers of Operating Companies, Members of Management Meeting in Division Companies)	G talent	Talent Management Committee of Each Company	

Of these, we have identified candidates for top management positions as immediately eligible, eligible within five years, and eligible within ten years, having formulated a training plan for a total of 23 important positions. We are also accelerating the development of next-generation leaders by offering comprehensive successor development programs, including global executive development training in collaboration with each region, as well as selective training aimed at identifying young talent at an early stage.

Social Data: Career and human resources development data (Progress in preparing successors), page139

Successor Training

We have made available the best internal and external training programs for successors, and we continue to hold programs such as Launching Executive Leaders and Creating Executive Leaders, which launched in fiscal 2021. A total of 177 people (over 16 days) have participated in the former program and 251 people (over 14 days) in the latter. Furthermore, in fiscal 2022, we initiated training programs for newly appointed executives and a group management study group. In fiscal 2023, we expanded the programs by adding management literacy training for young executive candidates. Starting in fiscal 2025, we expanded our scope beyond business division leaders to include executive officer candidates, with a focus on developing management teams.

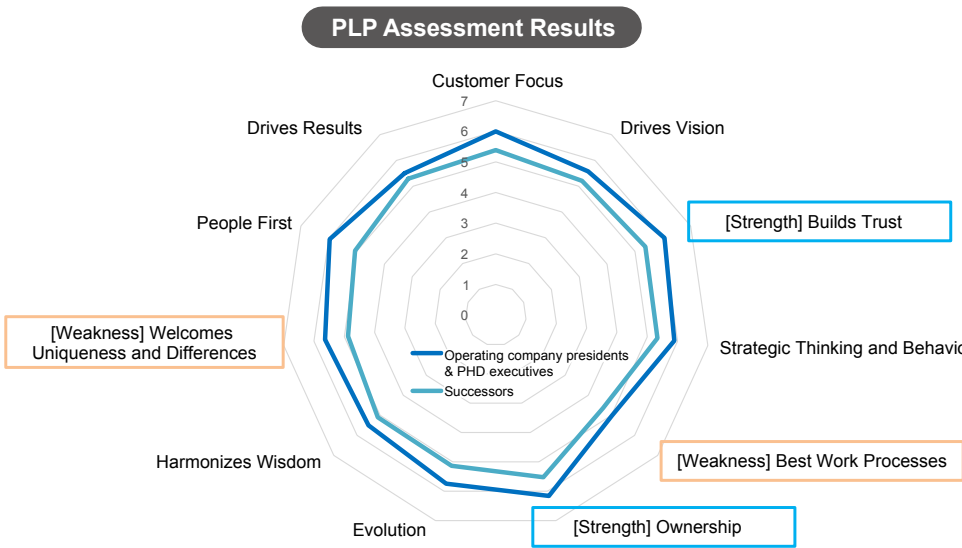
Social Data: Other human resources systems and measures, page139

Monitoring the Development of Executives

The Group conducts a Panasonic Leadership Principles (PLP) Assessment (a 360-degree

assessment) for current operating company presidents, PHD executives, and some other operating company executives. This assessment has superiors, peers, and subordinates evaluate the extent to which leaders demonstrate leadership behaviors based on the PLP—a code of conduct that underpins how we practice our Basic Business Philosophy. Once a year, participants have the opportunity to reflect on their behavior and how they can change it based on the perceptions of their daily actions by those around them. Moreover, the assessment is conducted for personnel who are immediately eligible, eligible within five years, and eligible within ten years for top management positions, allowing us to develop our next generation.

The results of our fiscal 2025 PLP Assessment are outlined below. They indicate that both current executives and the next generation of top management demonstrate strengths in “Builds Trust” and “Ownership.” On the other hand, their areas of improvement are clearly in “Best Work Processes” and “Welcomes Uniqueness and Differences.” Our focus will be on strengthening these areas in the executive development process.



Bringing in and Developing Women for Leadership (Japan)

In Japan, we are also focusing on bringing in and systematically developing women for leadership. Panasonic Group’s compensation systems do not exhibit any disparities based on gender, gender identification, or other individual attributes. However, it remains true that we have fewer women promoted to executive teams or management positions compared to men. Looking ahead, we are working to attract and systematically develop female leaders through measures such as enhancing recruitment, expanding work options, and supporting career

Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

development. We aim to leverage the wisdom of a more diverse group of employees to create innovative products and services. We are also reviewing the equity of our evaluation and promotion systems, offering stretch opportunities, and creating occasions for employees to learn about the values and work perspectives of their role models.

[🔗 Panasonic Holdings Corporation DEI Website: Gender Equity](#)
<https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion/support-gender-equality.html>

Social Data: Data on diversity and work styles (Managerial diversity, Gender wage gap), page138

Illustrative Example: Eliminating the Gender Gap at Manufacturing Sites, Electric Works Company, Panasonic Corporation

Manufacturing has a strong unconscious bias that certain jobs and leadership roles, such as safety management, machine operation, and troubleshooting, are challenging for women because they are perceived as requiring rapid responses and physical strength. This bias has led to workplaces with many people who share similar views. Thus, we brought women in leadership at manufacturing sites across Japan to our Women Leaders Talk. The goal is to eliminate gender gaps and enhance the working environment in manufacturing sites, enabling all employees to thrive.

[🔗 Panasonic Holdings Corporation Website: Human Capital Management](#)
<https://holdings.panasonic/global/corporate/sustainability/human-capital-management.html>

■ Diversity, Equity & Inclusion Initiatives

Top Management Commitment

Our top management is committed to promoting DEI by incorporating it into business strategies. The Group CEO serves as chairperson of the Group DEI Promotion Council, which meets regularly and is attended by operating company presidents and employees. The committee decides on and implements key actions through dialogue between management and employees. Additionally, DEI reports are regularly presented as part of our HR strategy at PHD Board of Directors meetings.

[🔗 Panasonic Holdings Corporation DEI Website: Top Management Commitment](#)
<https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion/top-commitment.html>

Creating Inclusive Workplace Environments (Japan)

Creating an inclusive workplace environment means respecting the diverse personalities of each individual and creating a workplace where they can thrive.

◇ Unconscious Bias Training

We continually conduct Unconscious Bias Training for approximately 60,000 employees

in Japan, enabling them to learn about and become aware of the unconscious biases that everyone possesses. Changing one-sided perspectives and considering alternative possibilities enables employees to reassess their workplace communication, fostering a culture where everyone can work comfortably and diversity can thrive. We have rolled out this training to North America, Europe, Brazil, India, Singapore, and Vietnam, tailoring it to the specific circumstances of each region and country.

[🔗 Panasonic Holdings Corporation DEI Website: Unconscious Bias Training](#)
<https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion/inclusive/unconscious-bias-training.html>

◇ Accessibility Map Initiatives

We are working to prepare accessibility maps for our Group facilities. We involve employees with disabilities and their colleagues in creating these maps, conducting on-site surveys themselves. We view the creation process itself as an opportunity to understand diversity.

[🔗 Panasonic Holdings Corporation Website: Human Capital Management](#)
<https://holdings.panasonic/global/corporate/sustainability/human-capital-management.html>

Supporting Every Individual

Supporting every individual means helping all of our diverse employees face their challenges. We are working to build support systems and improve Human Resources systems and structures.

◇ Promoting Diverse Work Styles and Supporting Employees Who Are Pregnant, Raising Children, or Caring for Family Members

All Group companies are working to expand work options that support careers and encourage work-life balance. For example, we have introduced a system that allows employees to flexibly choose their working hours and days by eliminating the minimum daily working hours, enabling flexible work styles such as three- or four- day workweeks. By introducing such work styles and expanding the scheduling system for career development, we encourage individuals to take on the challenge of self-directed career development, including Side Jobs for other companies, volunteering, and self-learning. We are also working to expand options for working locations, such as by promoting full remote work, which allows employees to work from outside their commuting range. That allows employees to balance their careers with life events such as childcare, nursing care, or a partner's relocation.

The Group allows all employees to take annual paid leave in half-day or hourly increments, regardless of their work style or position. We have also made it possible for employees to take leave during regular working hours and allocate their paid leave on an hourly basis. Expanding these various systems supports more diverse and flexible work styles.

[🔗 Panasonic Holdings Corporation DEI Website: Diverse Work Styles & Work-Life Balance](#)
<https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion/support-worklifebalance.html>

Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

[Social Data: Data on diversity and work styles \(Childcare leave utilization, Annual paid leave days taken & utilization rate, and Work styles\), page 138](#)

◇ LGBTQ+

Panasonic Group Code of Ethics & Compliance, in accordance with the laws and regulations of all countries in which we operate, clearly prohibits all discrimination or conduct that may result in discrimination based on sexual orientation, gender identity, or gender expression. Since April 2016, Panasonic Group has treated same-sex domestic partners as equivalent to legal spouses within its HR systems—including bereavement leave, childcare and nursing care support, and temporary solo relocation allowances—except in areas where such recognition is not applicable due to legal restrictions. To promote understanding of LGBTQ+ individuals and create more LGBTQ+-friendly workplaces, Panasonic has been actively conducting training and raising awareness about basic knowledge of LGBTQ+ individuals, methods for dealing with discriminatory speech or conduct, and responses that meet the needs of those involved.

[🔗 Panasonic Holdings Corporation DEI Website: LGBTQ+](#)
<https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion/support-lgbtq.html>

◇ People with Disabilities

As of June 2025, the total proportion of Group employees in Japan who have disabilities was 2.53%. Individual workplaces are implementing initiatives to create environments where everyone can work in a way that suits them, regardless of whether they have a disability or not. These initiatives include ensuring access to information for people with hearing impairments, creating barrier-free environments, and developing educational content. We will continue our efforts to promote independence and participation in society among people with disabilities.

[🔗 Panasonic Holdings Corporation DEI Website: People with Disabilities](#)
<https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion/support-handicapped.html>

[Social Data: Data on diversity and work styles \(Employed people with disabilities\), page 138](#)

◇ Post-Retirement Age Workers

We are working to create an environment where post-retirement age employees can thrive at all Group companies by promoting self-directed career development, securing employment opportunities for this demographic, and providing support after retirement.

[🔗 Panasonic Holdings Corporation DEI Website: Post-Retirement Age Workers](#)
<https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion/support-elderly-employment.html>

◇ Global Initiatives

We are pursuing DEI promotion initiatives tailored to the specific issues faced by each global region, enabling diverse human resources to maximize their capabilities.

[🔗 Panasonic Holdings Corporation DEI Website: Global Initiatives](#)
<https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion/global-initiatives.html>

For other information, click here:

[🔗 Panasonic Holdings Corporation DEI Website:](#)
<https://holdings.panasonic/global/corporate/sustainability/diversity-equity-inclusion.html>

HR Modernization

HR modernization is an initiative that leverages cutting-edge technology and data to evolve the way employees work and how talent is managed. We will utilize HR data and generative AI to enhance the value of the experience for all employees working for the Panasonic Group, while optimizing organizational and talent management. Moreover, we will evolve our HR functions into a professional group that supports business strategy by standardizing HR operational processes and making them more efficient. Creating an environment where each employee can focus on more creative work will maximize the potential of each employee. Meanwhile, sharing these results across the entire Group will fuel employee growth and greater organizational competitiveness.

For instance, we will use AI to propose optimal training and new positions within the company based on the skill data of each employee, opening up more career options for them. We will also work to ensure that the right people are in the right positions by leveraging AI to quickly find candidates from within and outside the company who are suitable for vacant positions.

This increased use of cutting-edge technology in human resources fields will raise the number of employees managed by each FTE^{*5} in human resources and the ratio of human resources employees responsible for human resources strategy and organizational and human resource development to be on par with other leading global companies.

^{*5}FTE, an abbreviation for "Full-Time Equivalent", is the amount of work equivalent to full-time work. A ratio of 1.0 represents the amount of work performed by one full-time employee.

◇ One-Stop HR Service, a Generative AI-Based Platform for 70,000 Employees

We have introduced our One-Stop HR Service web portal to consolidate dispersed human resources information and contact points. The portal provides multiple support tools, including a My Pages feature that displays personalized announcements and to-do lists, a Virtual Agent with AI chatbots for automated responses and applications, and a Metaverse that offers a new form of face-to-face communication for enhanced reassurance. These tools strike a balance between the convenience of self-service and the reassurance of human support. In fiscal 2025, approximately 19,000 employees accessed their My Pages to use the service on a monthly basis. With more continual use, the service is becoming more convenient and improving operational efficiency.

Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

🔗 **Panasonic Holdings Corporation Website: Human Capital Management**
<https://holdings.panasonic/global/corporate/sustainability/human-capital-management.html>

◇ AI Career Supporter, a Conversational AI Service

We have built a platform where students seeking employment can receive career advice at any time, anywhere, when they become interested in the Group. Students can articulate their thoughts through dialogue with AI, pursue deeper self-reflection, and discover a direction for their careers. The AI also proposes optimal internship themes from hundreds of workplace internship programs based on students’ majors, preferences, and behavioral characteristics. As of June 2025, approximately 2,700 students have utilized the service, which has been rated highly in surveys.

🔗 **Panasonic Holdings Corporation Website: Human Capital Management**
<https://holdings.panasonic/global/corporate/sustainability/human-capital-management.html>

Creating a Safe, Secure, and Healthy Workplace

We have established the Panasonic Group Code of Ethics & Compliance (“Code of Ethics & Compliance”) and the Panasonic Group Occupational Health and Safety Policy (“Occupational Health and Safety Policy”) to ensure the health and safety of all employees working within the Panasonic Group. We implement these across the Group, including for subcontractors and other companies operating within our facilities. PHD’s Board of Directors formulates and revises the Code of Ethics & Compliance, while the Group CEO issues the Occupational Health and Safety Policy. We also strive to ensure the safety of all persons not affiliated with Panasonic when they visit our workplaces.

🔗 **1. Respecting each other, 2. Safeguarding health and safety, Chapter 2. Our Workplace, Panasonic Group Code of Ethics & Compliance**
<https://holdings.panasonic/global/corporate/about/code-of-conduct/chapter-2.html>

🔗 **Panasonic Group Human Rights and Labour Policy**
<https://holdings.panasonic/global/corporate/sustainability/social/human-rights/policy.html>

🔗 **Panasonic Group Occupational Health and Safety Policy**
<https://holdings.panasonic/global/corporate/sustainability/social/health-and-safety/policy.html>

To implement this policy, we have established the Safety and Health Management Rules to define safety and health management for all relevant work at all business sites within the Group. These Rules establish a foundation for safety and health management activities, prevent occupational accidents, promote the health and well-being of our employees, and contribute to business development. Additionally, we work to prevent harassment in accordance with the laws and regulations of each region, ensuring thorough compliance with these standards.

We also ensure that everyone across the Group, both domestically and abroad, 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.

■ Creating a Safe and Secure Workplace Risk Assessment Initiatives (Japan)

The Panasonic Group conducts regular risk assessments at least once a year for machinery, equipment, and hazardous substances, in accordance with the provisions of the Occupational Health and Safety Act, to identify hidden risks such as the potential for industrial accidents, injuries, or illnesses, and reliably mitigate these risks in order of greatest priority. Moreover, we promptly share cases of occupational accidents that have occurred within the Group via the intranet, deploy countermeasures across the Group, and conduct activities to prevent recurrence at all workplaces. Each of our business sites in Japan has a Health and Safety Committee composed of both employees and management (representatives of the union committee and the company committee) and charged with investigating measures to decrease risks at workplaces, prevent the causes and recurrence of industrial accidents, promote the maintenance or improvement of workers’ health, and prevent harm to workers’ health. To prevent industrial accidents among employees of contractors operating on our premises, we also require that all contracts include provisions for ensuring a safe and appropriate workplace environment. We regularly hold Health and Safety Meetings with these contractors and manage overall health and safety, including facilitating communication between operations.

Promoting External Certification

◇ ISO 45001

Workplaces within the Panasonic Group are working to obtain and implement ISO 45001 certification. This process involves clarifying the roles of all employees using the standard while setting goals and driving forward health and safety activities. Site general managers must also conduct regular reviews, revising their operations accordingly based on the results of those reviews. As of December 31, 2024, 172 of the Group’s 217 manufacturing sites globally have obtained ISO 45001 certification, with five sites scheduled to obtain accreditation in fiscal 2026.

◇ Outstanding Organization for Health and Productivity (Japan)

In Japan, the Group has been working toward being recognized as an Outstanding Organization for Health and Productivity by the Ministry of Economy, Trade and Industry. As of March 2025, all Group operating companies have received this certification for three consecutive years. Furthermore, three Group companies have been recognized as White 500 companies (the top 500 companies with notably outstanding initiatives



Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

within the large enterprise category of the Outstanding Organization for Health and Productivity certification). The Group positions health and productivity management as a key measure of management that enables all employees to reach their full potential. It promotes the mental and physical well-being of our employees and their families while fostering a workplace culture that supports the growth and development of all employees.

[List of Panasonic Group Workplace Recognitions in 2025 \(Japanese only\)](https://phio.panasonic.co.jp/health/excellentList/index.html)

◇WELL Certification*6

- The Panasonic Group has received the following international certifications for creating well-being-oriented workplaces where all employees can perform at their best.
- Jan. 2022: Panasonic Yizhuang Manufacturing (Beijing, China) WELL Health Safety Rating
 - Jan. 2022: Matsushita Memorial Museum (Beijing, China) WELL Health Safety Rating
 - Jan. 2022: Panasonic System Communication Company (Beijing, China) WELL Health Safety Rating
 - Mar. 2022: Panasonic Tokyo Shiodome Building (Tokyo, Japan) WELL Health Safety Rating
 - July 2022: Panasonic Hiroshima Nakamachi Building (Hiroshima, Japan) WELL Health Safety Rating
 - Jan. 2023: Panasonic Wellness Smart Town (WST) Showroom (Jiangsu, China) WELL Performance Rating
 - May 2023: Panasonic Electric Equipment (Jiangsu, China) WELLv2 Platinum
 - Aug. 2023: Panasonic Wellness Smart Town (WST) Showroom (Beijing, China) WELL Performance Rating
 - Jan. 2024: WELL Core Silver Certification, XC Kadoma, Panasonic Operational Excellence, Japan
 - Jul. 2024: WELL v2 Platinum Certification, System Solutions Development Center, Panasonic Electric Works Company, Japan
 - Feb. 2025: WELL v2 Pre-Certification, the new Kadoma building, Technology Division, Japan
 - Mar. 2025: WELL v2 Platinum Certification, Shiomer, Solutions Development Division, Panasonic Electric Works Company, Japan
 - June. 2025: WELL v2 Platinum Certification, worXlab, Solution Engineering Division, Panasonic Electric Works Company, Japan

*6 Established in 2014 by the U.S.-based International WELL Building Institute (IWBI), a public benefit corporation, this is an office space assessment system that aims to create better living environments by incorporating the perspective of “human health” into the design, structure, and use of spaces. There are four certification levels in WELLv2: Platinum, Gold, Silver, and Bronze. The WELL Health Safety Rating evaluates the health and safety of a space, while the WELL Performance Rating assesses the indoor environmental quality, including factors such as light, sound, and air quality. There are no certification levels except for WELLv2.

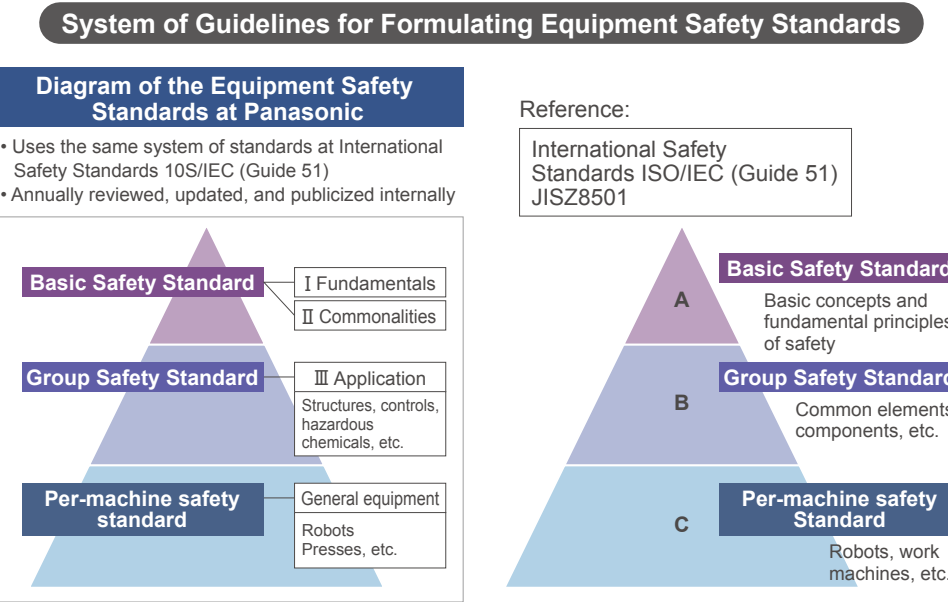


The International WELL Building Institute™ and related logo are trademarks used with permission from the International WELL Building Institute.™

Safety

◇Developing the Guidelines for Formulating Equipment Safety Standards

To prevent occupational accidents involving equipment, we identify risks and implement protective measures during the equipment design stage based on the Equipment Safety Standards. This process occurs whenever we develop, introduce, or purchase new production equipment or technology/quality evaluation equipment and devices at our business sites. After multiple conformity assessments using our proprietary evaluation tools, the Health and Safety Committee reviews the conformity assessment at the final use stage, ensuring that we use equipment that meets safety standards. The Guidelines for Formulating Equipment Safety Standards apply globally to all business sites’ Equipment Safety Standards. These guidelines systematize international machinery safety standards, laws, and regulations, as well as safety expertise garnered throughout the company, and measures to prevent the recurrence of accidents. The Equipment Safety Standards Revision Committee, comprising experts from production technology, human resources, and safety departments across all Group companies, meets annually to discuss revisions, update provisions, and publicize the standards (translated into multiple languages). Additionally, we conduct compatibility assessments of hazards to identify potential risks arising from mismatches between human behavior and capabilities, and implement ergonomic considerations into working environments to ensure safe working conditions.



Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

◇ Response to Industrial Accidents

When a workplace accident occurs, the Panasonic Group follows our “Steps to Take in an Emergency Situation Like an Industrial Accident.” The Operating Site Supervisory Health and Safety Administrator where the workplace accident has occurred makes a prompt and accurate report to the Operating Company Supervisory Health and Safety Administrator. We have established mechanisms to manage industrial accidents at each global site, report serious incidents within 24 hours, and monitor them for a period of 365 days. We also share case studies and other knowledge gained from workplace accidents with the entire Group. At work sites where an industrial accident has occurred, we investigate the cause and implement measures to prevent recurrence, share the details of the accident throughout the Group, and ensure that other operating sites take preventive measures based on past accidents.

◇ Serious/Severe Accidents in Recent Years and Recurrence Prevention

We are committed to eliminating serious accidents (fatal accidents or accidents resulting in long-lasting physical disabilities) and major accidents (those involving at least three employees). In fiscal 2025, seven serious accidents (including three fatalities and involving contractor's employees) occurred overseas. The Panasonic Group recognizes these accidents as a critical issue that requires immediate attention. We analyze key accident patterns that the Group should address and share the results of our analysis to prevent serious accidents, prioritizing preventive measures for accident patterns that are highly likely to occur at each workplace. The most likely cause of serious accidents is performing non-standard operations on equipment that is in operation, which can lead to entrapment and entanglement in the equipment. It accounts for approximately 70% of past serious accidents. Our analysis suggests that we require safety measures for existing production equipment, particularly those installed before the introduction of the Equipment Safety Standards. To prevent recurrence, we ensure that employees are well-informed about the guidelines for safe work during non-standard operations and are fully compliant with the Group’s Equipment Safety Standards. We also operate an Equipment Safety Education System to train individuals who can develop, practice, and establish equipment risk assessments and safety technologies on the production floor. Specifically, our certified instructors use three training programs: (a) training for employees who develop and install equipment, (b) training for employees who use equipment, and (c) in-house Equipment Safety Standard workshops. In China and other Asian regions, efforts are underway to develop local managers to promote equipment safety and ensure compliance with regulations. We will continue to expand these activities globally.

Social Data: Occupational health and safety data (Lost-time injury frequency rate, Severity rate, Serious accidents, Major accidents, and Accidents leading to lost work), page 140

◇ Equipment Safety Education System

	Learning about international standards		Learning about Group standards
Course title	Seminar on Equipment Safety for Engineers	Seminar on Equipment Safety for Managers	Workshop on Equipment Safety Standards
Target participants	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 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.

Occupational Health

For hazardous work such as handling chemicals, we conduct hazard reviews using Safety Data Sheets (SDS), provide appropriate protective equipment, and attempt to reduce the necessity of such work. We regularly measure environmental impact and conduct health examinations to monitor employee exposure levels to substances specified by law, as well as substances we have independently defined as hazardous. We continually monitor these substances and implement environmental improvements to ensure a sustainable approach.

Additionally, the Japanese government has revised specific provisions of the Occupational Health and Safety Regulations (Self-Directed Chemical Management) to prevent industrial accidents caused by chemical substances. With these revisions, businesses are required to implement appropriate measures to prevent exposure based on the results of risk assessments. In April 2022, the Group established its Chemical Substance Management Standards in response to such changes in relevant laws and regulations. We have also established the Chemical Substance Management Working Group to define shared policies, rules, and training programs, as we implement groupwide initiatives to enhance risk assessment and make the self-directed management of chemical substances routine.

◇ Chemical Substance Management Standards (Japan)

The Group established the Chemical Substance Management Standards to create the compliance provisions required by the Occupational Health and Safety Act and other relevant laws and regulations. We implement these Standards to manage health effectively and appropriately by eliminating and mitigating sources of danger or hazards, thereby preventing work-related illnesses caused by chemical or other substances in the workplace.

Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

◇ Promotional Framework (Japan)

Industrial Health and Safety Promotion Committee (Biannual)	
Objectives	Deciding on policy and measures
Chairperson	Executive officer in charge of HR
Members	Company committee representatives, Union committee representatives, Health Insurance Organization committee representatives
Chemical Substance Management Working Group (four times per year, in principle)	
Objectives	Deciding on the specifics of measures
Members	Company committee representatives, Health Insurance Organization committee representatives (Science Center of Industrial Hygiene)
Health and Safety Committees at each workplace (Monthly)	
Objectives	Executing measures
Members	Company committee representatives, Union committee representatives, Occupational health physician and nurse

Training (Japan)

Panasonic Group educates employees, including external contractors, employees, managers, and occupational health and safety personnel based on the Occupational Health and Safety Education Guidelines and the Mental Health Education Guidelines it has established. The Group Health and Safety Management Division hosts and conducts management-level and Groupwide training. In addition, each operating company and business site utilizes facilities such as the Anzen Dojo (safety training hall) to provide safety education to external contractors and other temporary employees upon their commencement of work. We also provide and promote training for managers, offering specialized training tailored to each manufacturing process, as well as training to develop qualified personnel. Moreover, we strive to raise awareness among contractors by providing them with the required information and educational content. (Examples of specialized training and training for qualified personnel held by the Group (also available to contractors): <https://phio.panasonic.co.jp/kagaku/roudou-eisei-kyouiku/c02.htm> (Japanese only))

Every year, we hold the Employee Personal Health/Occupational Health and Safety Symposium, attended by the Group's safety and health personnel. During this symposium, the Group CEO shares insights on health and safety with all business managers and relevant individuals. The symposium also aims to set a high standard for health and safety activities by sharing best practices for initiatives on occupational health and safety, as well as employee personal health, from all business sites, and allowing attendees to learn from outside experts.

Social Data: Occupational health and safety data (Personal health & safety training), page 140

■ Promoting Health Management

Employee Health

We have sent out a message on health to the entire Group, clarifying our policy of boosting health investments to realize employee well-being. In Japan, all operating companies participate in various Panasonic Health Promotion Activities, a unified effort involving the company, labor unions, and health insurance organizations that meets health maintenance and betterment standards. We also review the results of periodic health checkups, EOSs, and stress checks to confirm that our efforts have been successful and further enhance our initiatives.

Social Data: Occupational health and safety data (Health checkup utilization rates), page 140

◇ Health Maintenance and Promotion Standards (Japan)

In the interest of appropriately and effectively undertaking measures to maintain both employees' physical and mental health, these Standards outline procedures for health checks and follow-up measures, guidelines for interviewing individuals working long hours, methods for assessing psychological burdens, and procedures for preventing those who are ill from returning to work. They also stipulate the creation of Health Maintenance and Betterment Plans, as well as mental health promotion plans. We are coordinating the Group's health maintenance and betterment measures with the Panasonic Health Insurance Association's healthcare business to create synergy between all their initiatives.

◇ Promotional Framework (Japan)

Healthy Panasonic Promotion Committee (held twice a year)	
Objectives	Deciding on policy and strategy
Chairperson	Executive officer in charge of HR
Members	Company committee representatives, Union committee representatives, Health Insurance Organization committee representatives
Healthy Panasonic Working Group (held quarterly)	
Objectives	Deciding on the specifics of strategies
Members	Company committee representatives, Union committee representatives, Health Insurance Organization committee representatives
Health and Safety Committees at each workplace (held monthly)	
Objectives	Executing strategies
Members	Company committee representatives, Union committee representatives, Occupational health physician and nurse

Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

◇ Health Issues and Initiatives (Japan)

As the number of senior employees at Panasonic Group grows, the number of individuals with obesity or other health problems is increasing. With more employees working from home in the wake of the COVID-19 pandemic, issues such as a lack of exercise and poor communication are becoming more prevalent. We need to raise employees' health literacy and get more employees to adopt healthy practices. There is a tendency for individuals with good lifestyle habits in all five areas

(sleep, diet, exercise, moderate alcohol intake, and no smoking) to be less likely to have health risks and have better job performance (based on self-evaluation). One of the goals of the new Panasonic Health Promotion Six-Year Plan starting in fiscal 2025 is to increase the proportion of individuals who have good habits in four or more of these categories to at least 50%. In fiscal 2025, the figure was 36.6%, representing a 5% increase over the previous four years.

Social Data: [Occupational health and safety data \(Proper lifestyle habits indicators and health indicators\)](#), page 140

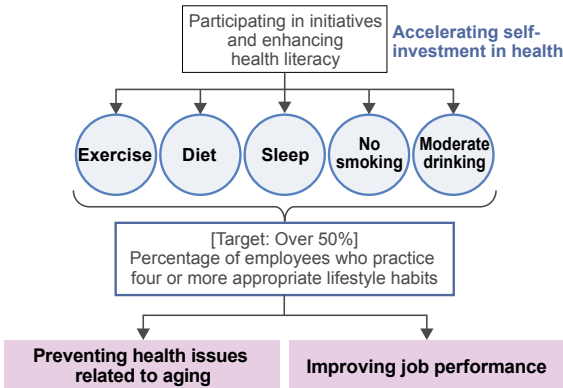
Panasonic offers ICT-based health promotion solutions through web services and lifestyle habit apps. These solutions provide health information, health checkup records, health challenges, effort-based health care point programs (exchange points for products related to health promotion), and tools for measuring health age after periodic health checkups.

◇ Environmental Improvements (Japan)

We are promoting workplace improvements to enable employees to work healthily in all workplaces through health promotion, disease prevention, mental health care, and other employee health initiatives. Our measures to curb smoking include promoting indoor smoking bans (with bans implemented across 89.1% of the Group). Some of the operating companies have initiated a no-smoking policy during working hours.

Additionally, we conduct an annual food conditions survey in 108 Group cafeterias nationwide and promote healthy eating environments in collaboration with approximately 40 contracted food service companies. Currently, 30 cafeterias have obtained external certifications under the Healthy Eating and Dining certification system (six more than last year). Panasonic also prioritizes statutory employee safety by actively offering health guidance and occupational

Panasonic Health Promotion Initiatives and Targets



physician counseling, primarily through its 160 health management offices across Japan. These efforts are targeted at individuals who are subject to specific health guidance and are at high risk of experiencing health problems. For telecommuters, we have developed a "Guide to Working from Home in a Healthy and Safe Manner," which provides essential points to consider when working from home and offers simple exercises that can be done at home, thereby helping employees proactively maintain their health.

◇ Stress Checks (Japan)

All Panasonic group companies conduct stress checks annually to promote group analyses and workplace improvements at the corporate level, alongside the conventional response for those under high stress. In conjunction with these stress checks, we also recommend that employees practice self-care in terms of sleep, diet, and exercise as a crucial part of maintaining their health. The stress check test results provide employees with an opportunity to notice their own stress levels and offer organizational managers and workplaces feedback in the form of a diagnostic analysis. This analysis is used to develop measures aimed at preventing the occurrence of mental illness by revitalizing the workplace. Employees who work long hours or whose regular health screenings suggest a need for monitoring their safety receive a consultation from an occupational physician, based on the Panasonic Group's own criteria. We also take measures to prevent harm to the employee's health, including addressing working conditions and workplace environments. Furthermore, the Group is addressing excessive working hours to maintain employee health and ensure statutory compliance, and is conducting a fundamental review of work processes to make this possible. These efforts are part of our ongoing commitment to enhancing employee engagement with their work and downtime.

Social Data: [Occupational health and safety data \(Stress check utilization rates\)](#), page 140

■ Initiatives for Preventing Harassment and Ensuring Compliance (Japan)

The Group aims to respect the individuality and abilities of each employee in all workplaces, ensuring that everyone feels motivated and comfortable in their work environment. Therefore, to encourage Panasonic employees to create a company free of harassment that everyone is proud of, we are strengthening our harassment prevention efforts in accordance with the Equal Employment Opportunity Act, the Child Care and Family Care Leave Act, the Power Harassment Prevention Act, and other relevant laws and regulations.

- We designated December as Harassment Prevention Month and have been raising awareness about harassment.
- We are strengthening our disciplinary rules against harassment as part of a groupwide effort to deter harassment.
- We are working to establish Workplace Harassment Prevention Rules at all operating

Maximizing the Potential of Diverse Talent and Organizations

- Policy
- Responsible Executive and Framework
- Current Challenges
- Our Vision
- Critical Indicators
- Organization Culture Transformation
- Developing and Appointing Diverse, Transformational Leaders Who Will Shape the Future
- HR Modernization
- Creating a Safe, Secure, and Healthy Workplace
- Contacts for Whistleblowing and Seeking Consultation

- companies (April 2025).
- In July 2024, we provided harassment prevention training to managers and employees at all Group companies in Japan (111 organizations, including PHD, PEX, operating companies and others). Approximately 98,000 employees (with a utilization rate of roughly 97%) have attended this training. They learned how to avoid committing harassment and how to proceed if they receive reports of workplace harassment. We plan to offer this course on a continual basis.
 - In addition to the training above, we conducted a harassment recognition survey and shared its results on the intranet.

Contacts for Whistleblowing and Seeking Consultation

■ Mental and Physical Stress Prevention and Response for Employees (Japan)

The Panasonic Group has established the following support lines to help employees prevent or manage mental or physical stress.

◇ Health Management Offices

Panasonic Group staffs these offices with full-time occupational physicians and occupational health staff to provide health support for preventing lifestyle-related diseases and helping individuals stop smoking, as well as consulting on mental and physical health.

◇ EAP*7 Counseling Offices

We contracted with external agencies that allow employees to receive consultations without their concerns being disclosed to the company or health insurance association. Clinical psychologists and mental health counselors provide support, including return-to-work programs that help employees transition from leave to return to work.

*7 EAP: Employee Assistance Program

■ Whistleblowing Discrimination and Harassment

The Group has set up a hotline where employees can anonymously report discrimination or harassment if they receive, see, or hear about it.

◇ Global Hotline

For more details, see the Compliance chapter ([page 145](#)).

◇ Equal Partnership Counseling Offices (Japan)

We have established equal partnership counseling offices staffed with consultants at both PHD and the union, alongside separate offices at all operating companies to receive consultations

from employees, including external contractors and freelancers, regarding sexual harassment (including LGBTQ+-related issues), harassment related to pregnancy, childbirth, and childcare leave, power harassment, and all other forms of harassment. Consultations are handled with care, ensuring the privacy of those seeking advice and obtaining their informed consent. Neither they nor any parties cooperating in the verification of the facts will be subject to any adverse treatment.