

Social Data

Personnel data

Category	Target	Record date	Classification		Units	2023	2024	2025	2026
Employees	Global consolidated	31-Mar	Total		People	233,391	228,420	207,548	183,685
			By region	Japan	%	36	38	41	38
				Southeast Asia & Pacific		19	16	17	16
				China & Northeast Asia		18	17	16	18
				North America		13	15	12	16
				Europe & CIS		8	8	7	5
				India, South Asia, Middle East & Africa		5	5	5	4
				Latin America		1	1	2	3
			Job type	Indirect	%	59	60	62	63
				Direct manufacturing		41	40	38	37
	Japan (PHD, PEX, and operating companies ¹⁾)	1-Apr	Total		People	64,159	65,808	60,565	49,378
			Gender Employment type	Male	People	51,057	52,091	47,272	39,027
					%	79.6	79.2	78.1	79.0
				Female	People	13,102	13,717	13,293	10,351
					%	20.4	20.8	21.9	21.0
				New graduates	People	49,706	49,652	44,843	37,230
					%	77.5	75.4	74.0	75.4
				Mid-career hires	People	14,453	16,156	15,722	12,148
					%	22.5	24.6	26.0	24.6
			Nationality	Japan	People	63,565	65,105	59,832	48,652
					%	99.1	98.9	98.8	98.5
				Non-Japanese citizens	People	594	703	733	726
					%	0.9	1.1	1.2	1.5
			Employment status	Permanent employment	People	59,480	59,905	54,613	44,717
					%	92.7	91.0	90.2	90.6
				Fixed-term employment	People	4,679	5,903	5,952	4,661
					%	7.3	9.0	9.8	9.4
			Age group	Up to 29 years old	People	8,091	9,063	8,997	8,264
					%	12.6	13.8	14.9	16.7
				30–39	People	9,395	10,248	9,904	8,673
					%	14.6	15.6	16.4	17.6
				40-49	People	14,900	13,886	12,168	10,171
					%	23.2	21.1	20.1	20.6
				50-59	People	27,332	26,988	23,875	17,759
					%	42.6	41.0	39.3	36.0
				60 years old or older	People	4,441	5,623	5,621	4,511
					%	6.9	8.5	9.3	9.1
Average years of service	Japan (PHD, PEX, and operating companies) (Permanent employees)	1-Apr	Total		Year	22	20	20	19
			Gender	Male		22	21	20	19
				Female		20	19	19	18

^{*1} PHD: Panasonic Holdings Corporation
PEX: Panasonic Operational Excellence Co., Ltd.

Data on diversity and work styles

Category	Target	Record date	Classification		Units	2023	2024	2025	2026
Management team diversity	PHD executive officers	1-Apr	Total		People	14	12	13	20
				Female	People	3	3	5	4
				Mid-career hires	People	4	3	5	9
				Non-Japanese citizens	People	1	1	2	2
				Diversity (excluding overlapping attributes)	People	5	4	7	11
				%	36	33	54	55	
Managerial diversity	Japan (PHD, PEX, and operating companies) (Non-fixed-term employees)	1-Apr	Total		People	13,084	13,547	12,346	10,686
			Gender	Male	People	12,285	12,593	11,366	9,794
					%	93.9	92.4	92.1	91.7
				Female	People	799	954	980	892
					%	6.1	7.0	7.9	8.3
			Employment type	New graduates	People	10,832	10,941	9,640	8,252
					%	82.8	80.8	78.1	77.2
				Mid-career hires	People	2,252	2,606	2,625	2,434
					%	17.2	19.2	21.3	22.8
			Nationality	Japan	People	12,993	13,458	12,251	10,584
					%	99.3	99.3	99.2	99.0
				Non-Japanese citizens	People	91	89	95	102
%	0.7	0.7			0.8	1.0			
Employed people with disabilities	Japan (PHD, PEX, and operating companies)	1-Jun	Total		%	2.45	2.56	2.53	2.70
Working hours	Japan (PHD, PEX, and operating companies)	1-Apr	Target individuals		People	64,159	63,218	60,565	49,378
				Shorter working hours ²	People	962	866	860	672
					%	1.5	1.4	1.4	1.4
				Flexible working hours ³	People	54,009	51,146	51,976	44,273
					%	84.0	80.9	85.8	89.7
				Remote work ⁴	People	11,882	9,171	12,064	9,683
%	19.0	14.5			19.9	19.6			

^{*2} The system's internal name is the Work and Life Support Program.
^{*3} Figures include managerial positions from fiscal 2024 onward.
^{*4} Employees who work from home for more than half of the days in a month

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Data on diversity and work styles

Category	Target	Record date	Classification		Units	Fiscal 2023	Fiscal 2024	Fiscal 2025	Fiscal 2026
Gender wage gap ⁵	Japan (PHD, PEX, and operating companies)	April 1– March 31 of the following year	All employees (ratio of female average to male average)		%	72.6	75.3	74.9	74.8
			Managerial positions (ratio of female average to male average)			93.4	95.8	91.9	92.0
Childcare leave utilization	Japan (PHD, PEX, and operating companies)	April 1– March 31 of the following year	Mele	Qualified male	People	1,108	1,118	1,053	1,015
				Male who took leave	People	718	850	894	907
				Male utilization rate	%	64	76	84	89
				Leave days taken by male	Days	21.5	36.2	45.2	51.5
			Female	Qualified female	People	237	250	257	301
				Female who took leave	People	237	241	249	291
				Female utilization rate	%	100	103	96	97
				Leave days taken by female	Days	376.4	305.8	277.5	281.7
Annual paid leave days taken and utilization rate	Japan (PHD, PEX, and operating companies)	April 1– March 31 of the following year	Leave days granted per year		Days	25	25	25	25
			Average leave days taken			20	18	19	21.4
			Average utilization rate		%	78.4	70.4	77.5	85.5
Work styles	Japan (PHD, PEX, and operating companies)	April 1– March 31 of the following year	Selective four-day workweek		People	—	153	138	133
			Remote work outside commuting distance		People	—	259	202	263
			Side Jobs		People	—	258	454	512
			Contract work		People	—	225	404	457
			Employed by another company		People	—	33	50	55

*5 Female wages as a percentage of male wages (with male wages set at 100%)

Career and human resources development data

Category	Target	Record date	Classification		Units	Fiscal 2023	Fiscal 2024	Fiscal 2025	Fiscal 2026	
Employee Opinion Survey	Global consolidated	Conducted annually every Q3	Respondents		People	149,000	157,000	152,000	148,000	
			Unlock indicators	Global	%	—	—	43	43	
				Japan		—	—	32	31	
			Employee engagement	Global		67	68	68	67	
			Employee enablement	Global		65	66	66	67	
Recruitment	Japan (PHD, PEX, and operating companies)	April 1– March 31 of the following year	Total		People	2,597	3,692	3,175	2,060	
			Gender	Male	People	2,001	2,853	2,365	1,466	
					%	77.1	77.3	74.5	71.2	
				Female	People	596	839	810	594	
					%	22.9	22.7	25.5	28.8	
			Employment status	Total permanent employees		People	2,441	3,537	2,922	1,839
				Male	People	1,908	2,755	2,187	1,327	
					%	78.2	77.9	74.8	72.2	
				Female	People	533	782	735	512	
					%	21.8	22.1	25.2	27.8	
				Total fixed-term employees		People	156	155	253	221
				Male	People	93	98	178	139	
					%	59.6	63.2	70.4	62.9	
				Female	People	63	57	75	82	
					%	40.4	36.8	29.6	37.1	
			Employment type	Total new graduates		People	—	1,355	1,546	1,516
				Male	People	—	985	1,117	1,059	
					%	—	72.7	72.3	69.9	
				Female	People	—	370	429	457	
					%	—	27.3	27.7	30.1	
				Total mid-career hires		People	—	2,337	1,629	544
				Male	People	—	1,868	1,248	407	
					%	—	79.9	76.6	74.8	
				Female	People	—	469	381	137	
					%	—	20.1	23.4	25.2	
Turnover*6	Japan (PHD, PEX, and operating companies)	April 1– March 31 of the following year	Total	All reasons for resignation		%	3.6	3.4	3.3	10.7
				For reasons other than mandatory retirement		%	2.2	1.5	1.6	4.4
			New graduates	All reasons for resignation		%	—	—	3.2	10.7
				For reasons other than mandatory retirement		%	—	—	1.4	4.0
			Mid-career hires	All reasons for resignation		%	—	—	3.8	10.7
For reasons other than mandatory retirement		%		—	—	2.1	5.8			
Internal open recruitment	Japan (PHD, PEX, and operating companies)	April 1– March 31 of the following year	Open recruitment results		Number	3,526	2,710	3,211	3,470	
			Transfer results			1,256	1,278	1,420	1,282	
			Multiple Internal Roles (transfer results)			38	46	33	12	
One-on-one	Japan (PHD, PEX, and operating companies)	Every December	Participation rate		%	82.8	83.0	82.3	72.0	
			Satisfaction rate			83.9	83.5	84.6	87.0	
Training results	Japan (PHD, PEX, and operating companies)	April 1– March 31 of the following year	Total Groupwide training hours		Hours	—	2,160,311	2,220,805	2,053,710	
			Training hours per person			—	35.6	38.7	41.0	
Progress in preparing successors ⁷	Japan (PHD, PEX, and operating companies)	31-Mar	Total			People	115	129	125	101
				Appointment possible immediately		People	19	25	24	24
				Appointment possible within five years		People	36	34	35	29
				Appointment possible within ten years		People	60	70	66	48

*6 Turnover rate is the number of annual resignations divided by the average number of employees per year (excluding re-employment after retirement and appointment to executive positions)

*7 Percentage of successors ready for appointment immediately, within five years, or within ten years for the positions of president in operating companies/division companies, or PHD executive officer

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Other human resources systems and measures

Examples of training programs related to successor development

Name	Target	Details
Launching Executive Leaders	Successors for executive management positions	This program is for executive candidates who are expected to be promoted to business unit managers or affiliate company presidents within one to two years. The goal is to help participants gain the ability to lead organizations effectively through adverse situations by considering the importance of communicating a fact-based vision and management that brings out the best in people, while linking what they learn to practical application and establishing their own unwavering management philosophy.
Creating Executive Leaders		This program is for executive candidates who are expected to be promoted to department managers or overseas company executive posts within one to two years. This self-improvement program fosters the insight and skills required for business management and the determination to want to become a member of a management team, providing candidates with the perspective, knowledge, management literacy, and determination necessary.
Management Literacy Training		This program is for young executive candidates who are expected to be promoted to section managers or gain experience working overseas within one to two years. This program aims to provide opportunities to learn basic MBA skills (people, materials, and money) and practical management skills (e.g., SCM, design thinking) and to think about management as a whole.

Examples of initiatives related to career development and asset formation support

Name	Target	Details
A Better Dialogue (dialogue between an employee and their supervisor)	Japan (PHD, PEX, operating companies, and some affiliate companies)	This groupwide initiative supports individuals in their growth and overcoming challenges. Together with one-on-one meetings designed to elicit the thoughts and feelings of each individual, A Better Dialogue aims to improve the quality and quantity of dialogue between employees and their supervisors. It consists of three frameworks: career and skills development, goal management, and behavioral reflection using PLP.
Internal open recruitment		● e-Challenge: A program that allows employees to apply for open positions and transfer if they are accepted. Individuals apply at their own discretion for job postings published by business units. ● e-Appeal Challenge: A program that allows employees to promote themselves to their desired departments. Employees promote their strengths to their desired department and, if selected, gain the opportunity to take on new challenges. ● e-Matching: A program that allows recruiting departments to review resumes registered in advance by employees and identify potential candidates. This mechanism facilitates matching with roles that employees may not identify on their own. ● Multiple Internal Roles: A program where employees can apply for open positions and, if selected, take on additional responsibilities within the group while remaining in their current department. It promotes self-growth by testing employee's abilities and potential.
Career and Life Design Seminars		We hold these seminars to nurture individuals who continue to take on challenges and support self-directed and diverse career development both within and outside the Group. They promote understanding the importance of self-directed career development, encourage behavioral changes toward realizing a career vision, and offer support for preparing a fulfilling life plan. These seminars are for employees in target age groups, with 3,598 participants in fiscal 2026.
Middle management training		This training is for section managers, who are expected to demonstrate transformational leadership by setting their organization's direction and fostering an organizational culture in which each individual is highly motivated in their work. There were 1,746 participants in fiscal 2026.
Employee stock purchase program (Panasonic Group Employee Shareholding Association)		We run this program to encourage employees to commit to company performance through the acquisition of Panasonic shares and help them build wealth. It promotes employee shareholding through a monthly installment-based purchase plan as one of the many incentives we offer.

Occupational health and safety data

Category	Target	Record date	Classification	Units	Fiscal 2023	Fiscal 2024	Fiscal 2025*10	Fiscal 2026
Targets (fatal, serious, and major accidents)	Global consolidated	April 1–March 31 of the following year		Number	0	0	0	0
Serious accidents*8	Global consolidated	April 1–March 31 of the following year	Total		11	2	7	7
			By region		3	0	0	3
					8	2	7	4
					0	0	0	0
Of which fatal accidents*8, 9	Global consolidated	April 1–March 31 of the following year	By region		0	0	3	0
					1	0	0	1
Major accidents*8	Global consolidated	April 1–March 31 of the following year	Total		0	0	0	1
			By region		1	0	0	0
Accidents leading to lost work*8	Global consolidated	April 1–March 31 of the following year	Total		134	150	123	138
			By region		56	70	69	76
					78	80	54	62

Category	Target	Record date	Classification	Units	2022	2023	2024*10	2025
Lost-time injury frequency rate*11	Japan	January 1–December 31	Electronic machines and devices manufacturing	—	0.53	0.54	0.54	0.60
			Panasonic Group		0.13	0.24	0.23 (Including contractor's employees: 0.30)	0.31 (Including contractor's employees: 0.36)
			PHD, PEX, and operating companies		0.08	0.23	0.18 (Including contractor's employees: 0.26)	0.24 (Including contractor's employees: 0.33)
Severity rate*12	Japan	January 1–December 31	Electronic machines and devices manufacturing	—	0.02	0.01	0.01	0.01
			Panasonic Group		0.003	0.005	0.005 (Including contractor's employees: 0.004)	0.008 (Including contractor's employees: 0.026)
			PHD, PEX, and operating companies		0.002	0.004	0.002 (Including contractor's employees: 0.007)	0.007 (Including contractor's employees: 0.009)

Category	Target	Record date	Classification	Units	Fiscal 2023	Fiscal 2024	Fiscal 2025	Fiscal 2026
Regular Health Checkup Attendance Rate	Japan*13	April 1–March 31 of the following year		%	93.4	97.1	97.2	98.3
Stress Check Attendance Rate	Japan*13	April 1–March 31 of the following year			92.0	92.6	92.9	92.6
Rate of Employees with Healthy Lifestyle Habits	Japan*13	April 1–March 31 of the following year	Moderate drinking*14	%	92.5	92.5	88.9	89.9
			No smoking		78.2	78.7	79.1	81.9
			Adequate sleep		60.7	59.3	58.0	61.3
			Proper diet		46.3	46.2	45.6	46.3
			Adequate exercise		32.2	33.8	35.2	38.4

*8 A “serious accident” is a fatal accident or an accident resulting in long-lasting physical disabilities. A “major accident” involves at least three employees. The data includes those of external contractors and contractor’s employees.

*9 Three cases of fatal accidents in Fiscal 2025 involved two employees and a contractor’s employee

*10 Excludes Panasonic Automotive Systems, Co., Ltd. (PAS)

*11 Disabling injury frequency rate: The number of accidents that require time off from work per one million total working hours. The data for Panasonic Group, PHD, PEX, and operating companies include external contractors.

*12 Severity rate: Proportion of time lost per 1,000 total working hours. The data for Panasonic Group, PHD, PEX, and operating companies. The data includes those of external contractors.

*13 Panasonic Group companies in Japan. Figures in Fiscal 2025 include Panasonic Automotive Systems, Co., Ltd. (PAS) while PAS is excluded in Fiscal 2026.

*14 Questions in medical interview changed in Fiscal 2025.

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Category	Target	Record date	Classification			Units	Fiscal 2025 ^{*15}	Fiscal 2026
			Organizer	Target employees	Course name			
Personal health & safety training (Safety-focused)	Japan (Panasonic Group (including affiliate companies))	April 1–March 31 of the following year	Total			People	1,026	682
			Health and Safety Management Office	Occupational health and safety staff (within three years of appointment)	Occupational Health and Safety Staff Training (Introduction)		28	24
				For section and higher level managers (when newly appointed)	Occupational Health and Safety Seminar for HR Personnel		24	16
			HR Function Planning Office	Regularly hired employees in their second year/ employees changing their career/mid-career hires for HR	HR Knowledge Training		52	—
			Monozukuri Training Center	Plant managers, manufacturing managers, and other relevant personnel	Occupational Health and Safety Seminar for Executives and Plant Managers		39	37
				Chemical engineering managers and other relevant personnel	Chemical Substance Management Training		250	109
				Manufacturing, production process, and quality assurance employees	Lectures on Creating and Using Equipment Safety Standards (C Training)		20	26
			Health & Safety Management Office in Panasonic Electric Works Business Consulting & Training Co., Ltd.	Production technology, equipment safety, and health and safety	Equipment Safety Engineer Training (A Training)		264	220
				Production technology, equipment safety, health and safety, manufacturing line leaders	Equipment Safety Manager Training (B Training)		349	250
Personal health & safety training (General training that includes safety)	Japan (Panasonic Group (including affiliate companies))	April 1–March 31 of the following year	Total			People	1,896	1,804
			Team & Talent Development Center (T2DC)	New spring graduates	Introductory Training for New Spring Graduates		1,745	1,630
				Employees assigned to overseas manufacturing companies	Pre-Assignment Training for Overseas Manufacturing Companies		151	174

*15 Includes Panasonic Automotive Systems, Co., Ltd.

Corporate citizenship activities data

Category	Target	Record date	Classification		Units	Fiscal 2023	Fiscal 2024	Fiscal 2025	Fiscal 2026
Corporate citizenship activity expenses	Global consolidated	April 1– March 31 of the following year	Total expenditures		Millions of yen	2,065	2,353	2,403	2,129
			Activity expenses by region	Japan	Millions of yen	1,060	1,143	1,029	1,199
				Overseas Support from Japan		348	317	334	290
				China & Northeast Asia		417	381	380	244
				North America		167	237	193	222
				Southeast Asia & Oceania		21	213	112	122
				Latin America		5	1	32	34
				India, South Asia, the Middle East & Africa		4	13	303	15
				Europe & CIS		43	49	21	3
			Breakdown by field	Human development support	%	27.5	26.1	23.8	24.5
				Local communities		9.3	8.6	10.5	14.1
				Social welfare		6.1	11.8	24.2	13.3
				Operating expenses		13.9	13.0	13.6	12.9
				Academic research		4.9	3.7	7.6	10.2
				Arts and culture		7.8	8.4	6.6	9.0
				Sports		4.8	5.5	6.3	5.8
				Environment		4.5	7.8	2.7	4.9
				Disaster relief		9.1	4.1	2.5	2.2
				International exchanges		0.3	0.6	0.1	1.7
				Publicity		4.3	2.2	1.8	1.0
				Preservation of temples, shrines, and historic sites		0.4	0.4	0.4	0.5
				Support for NPOs/NGOs ^{*16}		2.6	2.5	N/A	N/A
				Support for areas without electricity ^{*16}		2.4	2.2	N/A	N/A
				Support for economic organizations ^{*16}		2.0	1.8	N/A	N/A
				Health and medicine ^{*16}		0.2	1.2	N/A	N/A

*16 Support for areas without electricity and health and medicine will be included in social welfare from fiscal 2025 onwards. Support for NPOs/NGOs will be allocated to social welfare or local communities depending on the type of support, while support for economic organizations will be allocated to local communities, academic research, or other areas depending on the type of support.