

Working to Solve Social Issues

Promoting DEI

Toward a company that attracts a diverse range of human resources

Panasonic Energy positions human resources as the most important form of capital for management to achieve dramatic yet sustainable growth in the energy business domain and to realize the Mission and Vision raised by the Company. We will also advance active and continuous investments in human resources to build an organizational culture and climate that focuses on human resource development and allow individuals to reach their full potential.

Moreover, we engage in initiatives that envision a company in which the diverse range of colleagues who gather here coexist and in which individual well-being and job satisfaction are in harmony. These initiatives also aim to foster an environment that continues to provide spaces for supporting the challenges taken by each employee, all while enabling these spaces to change in a flexible manner. As one of these initiatives, we hold an internal forum under the theme of How to Be a Company Full of Happy People. During the first forum, we invited Daisuke Maki of A Zero Group inc. to speak on the topic of Diversity within the Forest. During the second forum, we invited Eri Yamamoto, a paralympic powerlifting athlete, to speak on the topics of Methods for Enhancing Personal Energy and Unconscious

During the first forum under the theme of How to Be a Company Full of Happy People participants considered diversity and coexistence from the forest



During the second forum under the theme of How to Be a Company Full of Happy People, Eri Yamamoto, a powerlifting athlete, was invited to hold internal talks

Bias, and to hold a panel discussion on these. We will continue to create these kinds of opportunities as a means of helping to create a happy company in which each employee can reach their full potential.

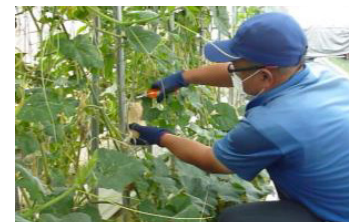
Leveraging the individuality, experience, and values of each employee

In order to create an organization and environment in which a diverse range of human resources generates value, Panasonic Energy promoted initiatives that give rise to spontaneous collaboration.

Specifically, we are working to increase the ratio of women among our new graduate hires and mid-career hires, and to raise the current percentage of women in managerial positions (5.8%). Along with actively working to attract external female human resources in management positions, we are working to carefully align employee career plans between our employees and their superiors in order to accelerate promotions of internal human resources. At the same time, for this purpose we provide support for expanding roles, including building new networks among internal human resources, introducing role model employees, and holding dialogues with managers.

Furthermore, we aim to increase the ratio of mid-career hires to 40% by fiscal 2026, and are advancing the creation of groups of human resources that possess diverse characters and experiences, as well as the desire to undertake challenges. In addition, we are establishing horizontal connections between departments through the use of IT systems, as well as designing mechanisms to promote community activities and to invigorate interactions between human resources.

In addition, we will create employment opportunities that carry us above the statutory employment rate by organizing workplace environments in which it is easy for those with disabilities to work. In an effort to further increase diversity, we are also actively engaged in



*Panasonic Farm Miyoshi aims to realize a workplace where employees with disabilities can play an active role through vegetable cultivation.

expanding employment at Panasonic Farm Miyoshi*, which provides support for independence among those with disabilities.

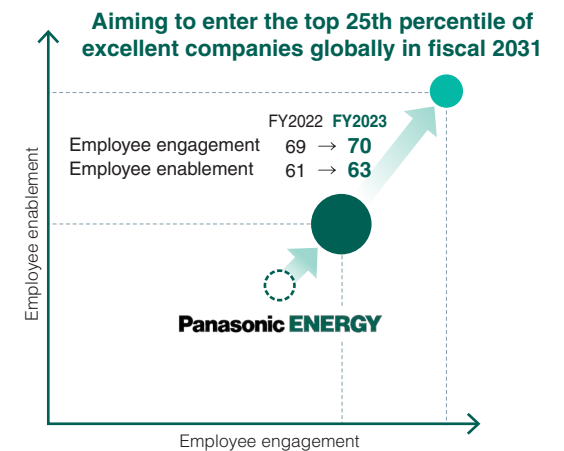
Improving employee engagement

Toward management that enables each employee to reach their full potential

In order to realize an approach to management that enables each employee to reach their full potential, and in order to realize the growth of employees on an individual basis, Panasonic Energy emphasizes finding a balance between life events and career development. We are therefore evolving toward work styles and building environments that maximize the value of human resources and match with diversifying lifestyles and value sets. Specifically, we will increase the rate of childcare leave taken among men, expand options for work locations, and reform the promotion screening process.

Moreover, we encourage employees to boldly undertake challenges to achieve our Mission and Vision, and are considering introducing a new assessment and remuneration system that reflects these challenges and their level of achievement.

Through these initiatives, we will enhance the Employee Engagement score and the Employee Enablement score on the Employee Opinion Survey (EOS) as we aim to enter the top 25th percentile of excellent companies globally.



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Building an environment that allows individuals and organizations to fully demonstrate their respective abilities will directly connect to greater motivation and a stronger desire to contribute among employees. At the same time, the presence of employees flush with desire will attract talented human resources from outside the Company, which will also help to expand new personal networks and spread connections among human resources.

In order to improve job satisfaction for employees in this way, we must carefully align the goals of organizations with the desire to take on challenges among individuals and the goals they wish to achieve.

We will therefore create an environment in which individuals can achieve their goals through detailed follow-up by the Company in an effort led by middle management (goal setting at the beginning of the period, progress updates and support at the middle of the period, one-on-one meetings to verify outcomes at the end of the period, etc.).

Moreover, we will provide support for the careers our employees desire to development in order to help them realize their individual medium- to long-term career visions. In addition, we aspire to a company of which employees are proud to be members, and periodically hold various events to foster a sense of unity together with their families. In fiscal 2023, we held events where employees attended GAMBA OSAKA soccer games and PANASONIC PANTHERS volleyball games. We will continue to hold similar events into the future in order to realize ONE ENERGY.

We also use the Employee Engagement item from the EOS, an indicator for monitoring increases in job satisfaction, in an effort to accelerate improvements and evolution in this area.



Corporate event: GAMBA OSAKA soccer game attendance (approx. 1,100 participants)



Corporate event: PANASONIC PANTHERS volleyball game attendance (approx. 600 participants)

Putting together an environment that enables employees to reach their full potential

In regard to the needs of employees with diverse value sets and backgrounds, we are designing mechanisms that encourage them to challenge difficult goals and easily produce outcomes, namely by allowing each employee to select the ideal work style for their individual circumstances.

Specifically, we are establishing an environment that conforms to their working needs by, for example, expanding the remote work system to increase the flexibility of work locations, enhancing leave systems, and revising the housing system to address various lifestyles.

Moreover, we are creating on-duty and off-duty human resource networks between employees from different departments in order to drive innovation and improve the efficiency of work. And we are invigorating communication between different sites and departments through the Engagement Gardening Group as an employee network that utilizes gardening and internal community activities based on the concept of the diversity of forests.

[Engagement Gardening Group]

Group activities for communicating internally and externally through gardening and engagement



The Moriguchi head office was honored with the Award for Encouragement as part of the Nikkei New Office Awards

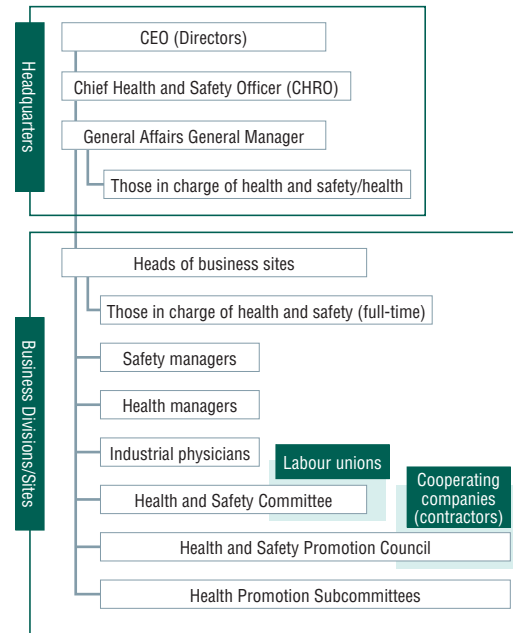
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Health and safety activities and “Health and Productivity Management”

The purpose of the Group’s health and safety activities and Health and Productivity Management is to create work environments in which each and every employee, who is an asset of our company, can work in safety, security, health as well as in a highly engaged and vibrant manner while contributing to the happiness of our employees and the development of our business. Under the president and heads of the business sites, the Company, health insurance union, and labour union have built a tripartite system to promote health and safety as well as health activities while working to achieve zero lost time incidents and to support proactive employee health promotion. In our health and safety activities in particular, we are aiming to build a corporate culture where safety is the norm. We achieve this through health and safety committees composed of labour and management by high-level standardization of activities that transcend departmental and site boundaries, such as the development of optimal safety standards in accordance with the characteristics of our business and the thorough training of on-site leaders. To prevent industrial accidents among contractors’ employees operating on our premises, we also hold Health and Safety Meetings with those contractors operating on our premises and manage health and safety overall, including facilitating communication between operations and the like. The Group has obtained ISO 45001 certification and is operating it to clarify the roles of all employees, set targets, promote health and safety activities, and conduct periodic reviews by the heads of workplaces to review these activities.

In health promotion, the Company views the improvement of employee well-being in measures crucial to management that enables each employee to reach their full potential. In addition to considering measures to prevent damage to employees’ health and measures to help them improve and maintain their health, we promote mental and physical health of our employees and their families while also fostering a culture at the work sites where every employee can play active roles. We encourage and support the well-being of our employees, and that is our motivation as we undertake our corporate activities toward the achievement of an ideal society with affluence both in matter and mind.

Health and Safety/Health Promotion System



Creating safe and secure workplaces

In aiming to create safe and secure workplaces, the Company is redoubling its efforts to (1) thoroughly strengthen measures to prevent industrial accidents and (2) further improve the risk sensitivity and safety awareness of each and every employee, based on the premise of zero lost time incidents.

In (1) thoroughly strengthening measures to prevent industrial accidents, at least once a year we regularly conduct mechanical equipment and hazardous substance surveys and work environment risk assessments, identify the latent risks of industrial accidents in the workplace and thoroughly consider and introduce preventive measures. We are also sharing examples of industrial accidents that have occurred within the Company, thoroughly investigating the causes of industrial accidents and measures to prevent any recurrence, and developing activities to prevent recurrence at each business site.

In (2) further improving the risk sensitivity and safety awareness of each and every employee, we are implementing *Shin Kakarichokai* and *Shin Hanchokai*. These are cross-learning activities that go beyond individual sites targeting supervisors and group leaders who play a key role at manufacturing premises. While conducting mutual safety patrols of the manufacturing processes at each site, we are working to identify potential industrial accident risks and eliminate unsafe areas. To work toward eradicating unsafe behavior by having each and every employee made directly aware of the risks posed by industrial accidents, we are cooperating with factory managers and health and safety managers at each site while promoting the establishment of or upgrades to the *Anzen Dojo* (experience-based safety practice simulation spaces) at each site.

With regard to new domestic and global sites associated with future business expansion as well, we are aiming for zero lost time incidents while working to strengthen the foundation for continuous business activities.



Risk assessments by on-site verification



Shin Hanchokai

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Anzen Dojo Safety Activity Initiative

Working to eliminate latent risks by allowing employees to experience industrial accident risks for themselves

[Aims]

- Understand at first-hand the causes of accidents through simulated experiences to eliminate industrial accidents that occur in the workplace.
- Develop human resources who by learning about the sources of hazards and heightening their sensitivity to them are able to prevent latent risks and behave in a safe manner.
- Utilizing VR, cultivate the ability to predict the danger of behavioral disasters that occur frequently



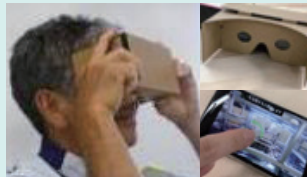
Chains and sprockets
(safety training to prevent getting caught in/up)



Rollers
(simulated experience of getting caught in/up)



Air cylinders
(sandwiched between)



VR disaster
(simulated experience of workplace location where an accident has occurred)

Immediate Responses to Manufacturing Evolution and Change

Standard installation of hazardous items

Enlargement in conformity with manufacturing

Installation of new hands-on equipment

Expansion of VR content

Employee health promotion and raising of awareness

Under improvement of employees' well-being, one of the pillars of our medium-term HR strategy, we position mental and physical health promotion for employees and their families as well as enhancement of job satisfaction and purpose in life as important issues while fostering a workplace culture in which employees can play active roles. Specifically, for them to learn appropriate lifestyle habits in terms of sleep, diet, exercise, alcohol consumption, and giving up smoking, we held walking seminars for employees and walking parties for employees and their families. Going forward, we will continue to deploy a variety of initiatives to support employees in proactively promoting their health.

Also, in Japan we are advancing efforts under the Certified Health & Productivity Management Outstanding Organizations Recognition Program promoted by the Ministry of Economy, Trade and Industry. In March 2022, the former Panasonic Corporation* had been certified as a 2022 Certified Health and Productivity Management Outstanding Organization, and the Group took over this certification from April 2022.

In the years to come, we will continue to work together with the health insurance organization and the labour union to involve all employees in various initiatives aimed at promoting good health. As an objective evaluation of our various initiatives, we aim to acquire certification as one of the top 500 companies in the White 500 health management survey by fiscal 2026.

*Transitioned to a holding company system including Panasonic Energy in April 2022



Online walking seminar



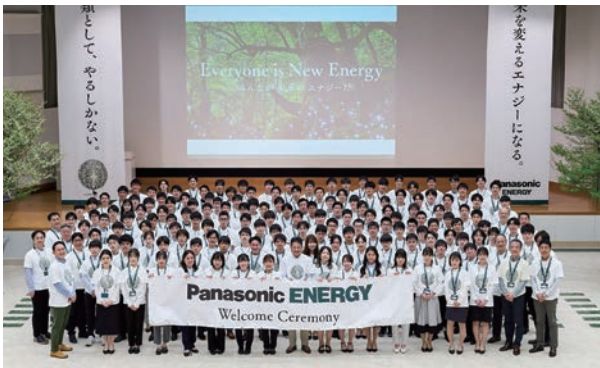
Walking party with the President and CHRO

Working to Solve Social Issues

Promoting human resource development

Accelerating learning through dialogue

At Panasonic Energy, we formulate individual human resource development plans for the career and skill development of all employees through regular one-on-one meetings between superiors and subordinates. We also support development and growth by providing—irrespective of role, age or gender—a variety of training opportunities



Fiscal 2024 new employee welcome ceremony
Following introductory training as full-fledged adult members of society and training in, for example, manufacturing or sales, they start their onboarding programs.



Welcome ceremony for mid-career hires

that meet the motivation of each individual to learn. So that newly recruited human resources (new graduates and career hires) are able to smoothly adapt to the Company's culture and climate as well as fully demonstrate their individuality, characteristics, and expertise, we place great importance in particular on seeing growth in the first three years after joining as new graduates. In fiscal 2023, we also conducted a roundtable discussion between mid-career hires and the CHRO. While listening to their specific suggestions and requests, we have begun efforts to identify and resolve issues.

We are also actively investing in human resource development for the next generation of executives and middle management, who are key personnel in workplace management, promoting recurrent education to support the active participation of motivated human resources regardless of their age, and responding to employees' strong desire for personal growth.

Basic education and training system

Our education and training system is based on the acquisition of management philosophy, knowledge and skills that are commonly required of all employees. We also have systematized, rank-based

training according to the growth of each individual and specialized training by function to hone their expertise in the tasks of which they have been placed in charge. We are developing learning on a global basis by enhancing and upgrading online learning that enables learning with high-quality teaching materials regardless of time and place. At the same time, we are working on the matching of business management and human resource development by, for example, individually developing customized training in accordance with business needs. Based on training courses at an in-house training institution, we are currently conducting human resource development training sessions, such as specialized training and external training, in accordance with personal growth.

Supporting early and active participation of diverse human resources

Considering three years as the training period for new graduates, we conduct the new employee onboarding program to ensure they acquire the skills necessary for their work. We have introduced a mentor system and put in place a system by which senior employees with whom they are familiar are able to provide consultation and support for concerns related to their non-work lives and careers.

Mid-career recruits are able to adapt smoothly to our culture and climate through the career joining onboarding program and, for example, through opportunities for communication with management, the understanding of our mission and vision, and Group management philosophy training. We are working to make the most of the individuality, desire, and ability that each person possesses.

Basic education and training system

Managing director	Executive training/Training for exceptional talent	Onboarding training for new graduates and mid-career hires
Managers	<ul style="list-style-type: none"> Executive development training (Career development program for women, etc.) Job rank-based training 	
Staff	<ul style="list-style-type: none"> Senior position challenge program (business literacy, etc.) Job function-specific training (technology, manufacturing, sales and marketing, planning, accounting, human resources, etc.) 	

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As a mechanism for the diverse human resources who join Panasonic Energy to learn specialized skills in a short period of time by providing basic education centered on technology and skills, we established the Technology Manufacturing Academy in April 2023. Consisting of technology, production technology, and manufacturing faculties with our highly certified technicians as instructors, this academy has programs in place so that even mid-career hires with no battery-related experience can acquire the necessary skills at an early stage.

To confirm the level of retention after joining Panasonic Energy, we also conduct a pulse survey*1 once a month, and superiors and the human resources departments work together to discover issues and provide support. Pulse surveys are also conducted in the same way for new hires. As measures to discover and develop female executive candidates, we are also conducting career development programs, creating opportunities for dialogue with executives, transforming mindsets, and dialogue with role models, while helping them network within the company.

*1 Employee Opinion Survey

Development of core human resources that support business

To quickly and stably secure the executive personnel who will drive continuous business growth, we are actively working on those human resources who will lead the next generation developing skills and acquiring new experience. Specific training measures are discussed at Talent Management Committee meetings, which are attended by the president, business division directors, the CTO and CHRO, and put into practice.

[Main Menu]

- One-on-one coaching program for leadership development
- Management school activities presided over by the president
- Self-reflection of aptitude and ability by external agency assessment
- Resilience programs for self/organizational revitalization

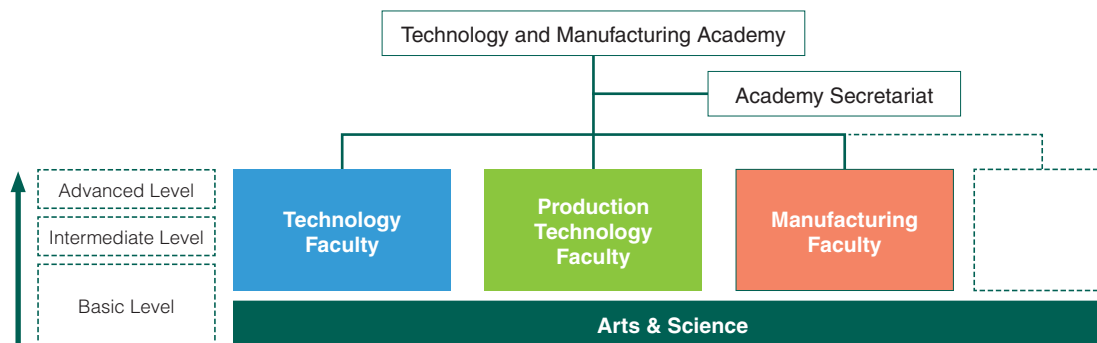
In addition, the driving force behind the organization that brings growth strategies to fruition is middle management. To accelerate the appointment of human resources in line with the Company's mission and vision, the direction of our business, and what we should aim for, we have fundamentally changed our promotion and training policies.

[Points for Reform]

- From selection/screening to the concept of supporting the growth of each and every individual
- Define the image of the ideal human resource in line with the business direction and what we aim for
- Introduce a self-appeal system that encourages taking on challenges and is based on enthusiasm and passion

Through this transformation we are speeding up the development of middle management and expanding the population of general managers and section managers who lead the organization. We also foster a culture that encourages individuals to take on challenges and a climate that nurtures human resources throughout the Company.

Chart showing Technology Manufacturing Academy system



[Image of Ideal Human Resource]

[Management Position*2]
Ability to change
 Rather than following the conventional way, human resources who are able to envision the future and will be able to lead the transformation toward its realization by backcasting.

[Assistant Management position*3]
Ability to formulate/resolve issues
 Even for difficult tasks, human resources who can tenaciously confront issues and promote problem-solving together with team members

*2 Management level

*3 Supervisor level

Working to Solve Social Issues

—Respecting Human Rights—

Policy

Based on the opinions of domestic and foreign experts, Panasonic Group's Human Rights and Labour Policy is predicated on compliance with international standards set by the United Nations and the International Labour Organization (ILO) and the applicable laws in countries where we do business. The policy includes our commitment to respecting internationally recognized human rights to identify, prevent, and correct risks related to human rights, to promote remedy to people affected by those risks, to create working environments where people are fulfilled by their work and ways in which we use dialogue related to these topics with all our stakeholders.

We also create and enforce rules within the Group in order to better spread and promote these initiatives globally while continuously improving upon them.

Management system

The Panasonic Group has defined our Panasonic Group Human Rights and Labour Policy (Human Rights and Labour Policy) with reference to the international standards listed below. In keeping with this policy, we set rules within the Group, set up systems to promote the policy, and promote concrete initiatives toward achieving working environments that both respect human rights and provide meaningful work. The Panasonic Group Code of Ethics & Compliance (Code of Ethics & Compliance), which stipulates the promises that each employee must fulfill, also includes respect for human rights as a part of our social responsibilities and we are making efforts to raise awareness of them among all our employees.

[Main international standards used as reference]

- The United Nations' Guiding Principles on Business and Human Rights
- The United Nations' International Bill of Human Rights (Universal Declaration of Human Rights, International Covenant on Civil and Political Rights, and International Covenant on Economic, Social and Cultural Rights)
- ILO Declaration on Fundamental Principles and Rights at Work and ILO Core Conventions

Human rights due diligence

The Panasonic Group establish a Human Rights Due Diligence system (based on the United Nations Guiding Principles on Business and Human Rights) for identifying, preventing, and reducing negative impacts related to human rights with regard to our business activities or our products, services, or business dealings. Reflecting the issues that have been identified based on the requirements of society and the operation of the system, we continuously implement and improve the system with the advice of outside experts.

As part of these efforts, in fiscal 2022 we utilized a self-assessment tool—based on the international standards of the Responsible Business Alliance (RBA), an international CSR organization in the electronics, ICT, and automotive industries—to conduct self-assessments related to human rights and labour at 10 Group manufacturing companies outside of Japan. In fiscal 2023, based on the results of the previous year, we conducted a self-assessment focused on the ILO core labour standards with using the questionnaires that we reviewed to more clearly identify issues. Through this self-assessment, it was confirmed that there were no events that could be considered forced labour or child/juvenile labour. In the years to come, we will promote initiatives geared toward the prohibition of forced labour, the protection of children and young workers, the appropriate management of working hours and wages as well as the prohibition of discrimination to improve the working environment on an ongoing basis.

We will operate the system by building and making continuous improvements through dialogue, discussion, and cooperation with relevant stakeholders both internally and externally. We will also make disclosures about initiatives as appropriate using our official website, relevant reports, and other means of communication.

Implementation of human rights education

We have made opportunities (including when first starting work and upon promotion) to make sure employees know about the topic of respect for human rights included in our Code of Conduct. Having added a separate chapter, Respecting Human Rights, in our Code of Ethics and Compliance in April 2022, we will ensure that this is well-known and utilize e-learning* and other means to offer continuous education to all our employees.

We also provide training to all individuals, including executives, who will be dispatched from Japan to posts outside of Japan before their assignment begins. Training is given on international standards and national laws regarding corporate responsibility to respect human rights. In addition, in Southeast Asia, where Panasonic's manufacturing operations are concentrated, the person in charge of the Panasonic Holdings Strategic Human Resources Department conducted direct training for managers of manufacturing sites and human resource managers.

* IT-based learning

Working to Solve Social Issues

Panasonic Group Human Rights and Labour Policy

The Panasonic Group (“Panasonic”) recognizes that its mission is to contribute to the realization of “an ideal society with both material and spiritual affluence” through its business activities. We tackle with global environmental issues and help people gain comfort, peace of mind, well-being and happiness in various aspects of their “lifestyle” and “workstyle”.

Based on the belief that a company with such a mission belongs not only to itself but also to society, Panasonic considers that “a company is a public entity of society”. As Panasonic is entrusted by society with assets such as human resources, capital, and materials for its business activities, we must contribute to society by making the most of these resources and creating value from our activities.

Panasonic’s business activities are supported by many people, including our employees, customers who use our products and services, suppliers, and business partners, which are involved in procurement, manufacturing, sales, and other business operations. As a public entity of society, we cannot allow ourselves to develop at the expense of these people. We believe that developing together with society through transparent and fair business practices will lead to the improvement of people’s lifestyles and the development of society.

Panasonic hereby establishes the Panasonic Group Human Rights and Labour Policy and is committed to fulfilling our social responsibilities of contributing to the well-being and happiness of all these people.

Responsibility to respect human rights

Panasonic complies with all applicable laws and regulations in its business activities and supports internationally recognized human rights, such as those expressed in the “International Bill of Human Rights” and the International Labour Organization’s (ILO’s) “Declaration on Fundamental Principles and Rights at Work”, and promotes initiatives for the prohibition of all forms of forced labour, the effective abolition of child labour, the elimination of discrimination in respect of employment and occupation, freedom of association and the effective recognition of the right to collective bargaining, as well as safe and healthy working environment.

Panasonic faithfully strives to prevent human rights abuses in its business activities and to address any adverse human rights impacts if they occur. When adverse human rights impacts by our suppliers, customers, or business partners are linked to our business, products, or services, we will seek their understanding of this policy and work with the relevant entities to prevent or mitigate such impacts. We will seek ways to honor the principles of internationally recognized human rights when faced with conflicting requirements.

Human rights due diligence

Panasonic will continuously implement and improve its “human rights due diligence” system, in accordance with the “United Nations Guiding Principles on Business and Human Rights”. This system is intended to identify, prevent, and mitigate adverse human rights impacts related to our business activities, products, services, and transactions, and also to explain how we address these impacts to relevant stakeholders.

Our business operations and business relationship with large numbers of customers and suppliers, direct or indirect, may change over time and human rights risks may change over time as well. Therefore, we will observe Panasonic entities and their value chains on an on-going basis to identify the areas most at risk for adverse human

rights impacts and areas where we will have leverage to address them. We will prioritize these areas in our human rights due diligence. In particular, with regard to our procurement activities that pose an increased risk of human rights abuses, we will strengthen dialogue with our suppliers, enhance the effectiveness of our human rights due diligence with their understanding and supports, and seek to prevent or mitigate human rights risks not only at our direct suppliers but also in our supply chain as a whole.

To address adverse human rights impacts and to continuously improve our efforts, Panasonic will engage in dialogue, discussion, and collaboration with relevant internal and external stakeholders. We will also disclose these efforts through our corporate website and related reports and other communication channels.

Access to remedy

To ensure that complaints about human rights abuses are addressed promptly, Panasonic will encourage use of its whistle-blowing system, and also participate in grievance mechanisms provided by government agencies, business associations, and other organizations. We shall strictly maintain the confidentiality of such reports, prohibit adverse treatment of whistleblowers or other impacted individuals, and communicate promptly with them in order to provide a possible remedy.

Realization of a rewarding work environment

Panasonic aims to realize that the diverse human resources entrusted to us by society can fully demonstrate their individuality and feel fulfilled in their work. The safety and health of each employee is an essential element for achieving this goal. Hence, we will create secure, healthy, as well as highly psychologically safe working environment by eradicating occupational accidents, preventing harassment, paying adequate wages, realizing work-life balance, promoting DEI (Diversity, Equity & Inclusion), and providing opportunities for personal growth.

Education, review and improvement

Panasonic will provide all employees with appropriate education and training on this policy. We will ensure that this policy is integrated into all of our business activities and is effectively implemented and embedded. This policy and its implementation will be continuously reviewed and improved with the advice of outside experts.

August 1, 2023
Panasonic Holdings Corporation
Group CEO




Panasonic Group Human Rights and Labour Policy

<https://holdings.panasonic/global/corporate/sustainability/social/human-rights/policy.html>