



Panasonic Europe Ltd - UK Office

GENDER PAY GAP

Report 2018



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Introduction

In April 2017 new legislation came into force whereby employers with more than 250 employees are required to publish their gender pay gap.

The gender pay gap shows the difference in the average pay between all men and women in a workforce. But crucially this measure does not take into account equal pay for equal work. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value.

The importance of people and their well being has been a fundamental feature of Panasonic's Business Philosophy for the past 100 years. Panasonic recognises that our success is propelled by the creativity and dedication of our highly skilled,

experienced employees and the Company works hard to foster a culture where people are treated equally, with respect and are recognised for the contribution they make. We have been building on our learnings from our first gender pay report in 2017 and have made some progress which we are pleased to see has been represented by some reduction in the gap in some areas. We acknowledge that our median pay gap is above the UK average and that a gender pay gap still does exist and we also recognise that this is something that will take both time and dedication to improve, we are committed to this goal.

Our gender pay gap is still principally driven by a greater proportion of women in the lower quartiles and directly relates to the specific sector that those employees fall into.

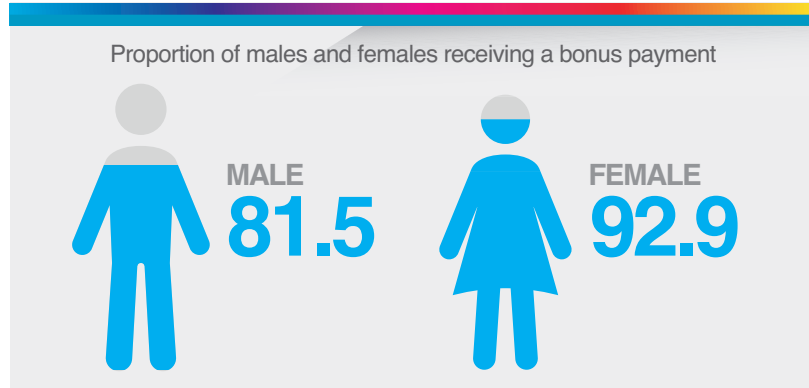
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The Key Gender Pay figures for Panasonic Europe – UK Office

The table below shows our median and mean gender pay and bonus gap based on hourly rates of pay as at the snapshot date of 5 April 2018, and bonuses paid in the year to 5 April 2018.

	Mean	Median
Gender Pay Gap	14.1	17.5
Gender Bonus Pay Gap	23.6	42.4



This report has been prepared in line with the Equality Act 2010 (Gender Pay Gap Information Regulations 2017 and Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

Pay quartiles

Proportion of males and females in each pay quartile.

Male 
Female 

Band	Male	Female
A	30.8%	69.2%
B	57.1%	42.9%
C	53.8%	46.2%
D	50.0%	50.0%

Analysing the Gap

We note that there has been a positive change to the mean gender pay gap demonstrated by 6.1% drop this year which we attribute to an increase in females in the upper quartile.

Our analysis shows that our lowest quartile still holds the highest percentage of women per quartile and the lower middle quartile has also increased its percentage of women which is largely due to the sector of the business that these roles fall into.



This statement was approved by
Panasonic Europe Limited Director,
UK HR & EU Talent Management
Richard Mills

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Last year's commitments

Last year we made the following commitments:

Equal Pay Audit – this was completed earlier this year and is being used to inform our salary review process for the coming financial year. Whilst we were delighted to find that the large majority of employees were paid equally for the same role, a review of our roles during the audit highlighted a few individuals where positive action will be taken to ensure equity.

Review of pay and grading structure for all below manager employees – this work is underway but to date has not been completed, the completion of this project will be one of our targets for the coming year.

What else have we done?

We have reviewed a number of our family friendly policies and have improved our offering in a number of areas including maternity, paternity and adoption leave.

In the coming financial year we will introduce a new training programme specifically aimed at encouraging and equipping more of our female employees for leadership roles.

We have also started to explore new technology and develop new skills in house in the area of recruitment, trialling augmented writing software to understand the power of bias in our job descriptions and advertisements. We hope to expand on our understanding and use of these tools in the coming year.

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Bridging the GAP

Whilst we have made some modest improvements from last year, we recognise that there is still work to be done in terms of bridging the gender pay and bonus gaps. On our agenda for the coming year 2019-2020 is a more thorough review of our recruitment processes, looking at ways of highlighting the pitfalls of unconscious bias and helping our managers to find techniques that negate the risk of unconscious bias.

As we stated last year we already have a number of Company schemes in place and we will continue to add to those starting this year with a new Women in Leadership Programme.

We recognise the need to think more creatively to help improve the prospects for our potential future employees. Panasonic have been proud partners of the Olympic Games for over 30 years. "Sharing the Passion" is our motto, as we share the inspiration brought by the Olympic Games with people all over the world and unite the hearts of all who love sports. We wanted to build on the love and inspiration that sports brings and with some research we discovered that sports is an area that assists gender equity and personal development. There is evidence that shows that girls and women who participate in sports demonstrate higher levels of self esteem and there is a correlation between sport participation and social inclusion and integration of females. Up to the age of 12 girls are as strong as boys physically and can benefit from playing sports together. With this in mind we will be sponsoring a local primary age football team which is focussing its effort on bringing more females into the sport and producing mixed gender teams.

Our Talent Programmes



Panasonic runs a two year programme for non management employees to help nurture leaders for Panasonic in the future.

The programme is focused on creating a pool of motivated, driven and committed individuals who will take Panasonic forward. In 2017 two thirds of our Talent for Tomorrow programme for 2017 in the UK was made up of women.



Panasonic has created a career development framework called BOOST to encourage employees to optimise their career goals. A higher proportion of the UK's female employee population than male has been represented on the BOOST career development sessions which have been run in the last few years.

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