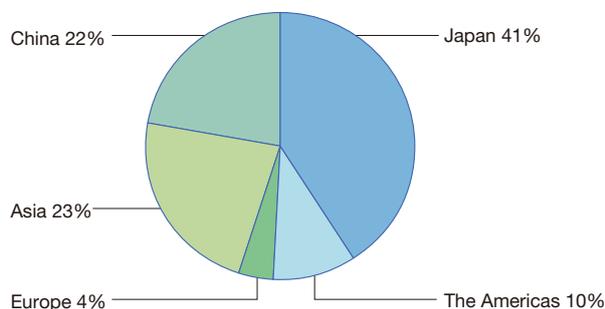


Human Resources Development and Promoting Diversity

Numbers of Employees

Total Number of Employees on a Global Consolidated Basis: 257,533 (as of the end of March 2017)



Policy

To deliver products and services that contribute to the lives of customers around the world, and to develop Panasonic's business, it is essential for the company to step up its efforts to develop human talent that can participate actively, and grow, in the global business environment. It is also essential that the company creates an organizational culture in which all individual employees can fully deploy their talents regardless of age, gender, or nationality. Thus, Panasonic regards the promotion of diversity as a crucial part of its business strategy, and hence provides a broad range of opportunities for anyone with ability and ambition, and actively strives to create a work-friendly environment.

In fiscal 2011, Panasonic compiled this thinking into a Global Diversity Policy. Since then, this policy has been implemented globally.

Global Diversity Policy

Panasonic Group is now one of the world's leading business groups which offer a wide variety of products in electronic business areas related to our daily lives. With an aim to contribute to progress in society and to enrich people's lives through manufacturing, every employee plays a leading role in their job and promoting business activities of Panasonic.

Panasonic is a collection of people with various backgrounds, such as in terms of region, culture, and history, who possess diverse capabilities, as well as diverse traits in terms of various factors including gender, age, race, belief, religion, nationality, sexual orientation, and gender identity. Each person has various different ideas, and by sharing these ideas across countries and business areas, we can create more innovative values. Thus, Panasonic will continue to be a Group which always gathers wisdom and spurs innovation with the concerned efforts of all. We have a strong hope that using our diverse mindsets and viewpoints we can deliver products and services like no other in the world to our customers.

In order to achieve this, it is important to give a chance for success to motivated people of all countries and regions, regardless of their gender, nationality or any other characteristics. We have expanded our diversity activities to make the best of the individuality and abilities of each employee and to support their success towards the group on a global basis. We will continue to take up the challenge of becoming "No.1 in Diversity Promoting Activities in each country and region."

Responsible Executive and Framework

The executive officer in charge is Senior Managing Executive Officer Mototsugu Sato. (As of August 2017)

The departments responsible for these matters consist of the Human Resources & Industrial Relations Department at Panasonic headquarters, plus the human resources departments in each of the four Panasonic Companies (Appliances, Eco Solutions, Connected Solutions, and Automotive & Industrial Systems) and in all business divisions and affiliated companies under the Panasonic umbrella.

Organization in Charge of Promoting Diversity

In 1999 Panasonic began its Equal Partnership initiative, and since this time, it has promoted the creation of an open and fair work environment—one that does not discriminate based on gender, age, nationality, or similar factors—through initiatives such as the establishment of the Panasonic Positive Action Program, special training programs for female employees, and the naming of Equal Employment Opportunity Officers.

Soon thereafter, in 2001, efforts to appoint women to positions of responsibility—previously largely the purview of the human resources department—were more forcefully recognized as drivers of diversity for the entire organization. Accordingly as part of the management policies to change the corporate climate by facilitating the participation of women in management, the Corporate Equal Partnership Division was established directly under the office of the President.

In 2006, the division was further developed as an organization, and became the Corporate Diversity Promotion Division—with an expanded mandate that included a focus on diversity of age and nationality, in addition to gender. Currently, Engagement & Diversity Promotion Office is established in the Human Resources & Industrial Relations Department, endeavoring to create an organizational culture in which diversity thrives and supporting active participation by female employees.

Performance Evaluations

Panasonic believes “individuals and organizations that continue to evolve” to be an engine of growth and that it is crucial to combine the individual strength of each employee—who all are eager to work and to challenge themselves—in order to fully realize the potential of the organization. Therefore, Panasonic believes it is essential to create an organization that is broad-minded and open.

Putting this belief into action, Panasonic conducts surveys of its employees’ opinions—both in Japan and abroad—to understand the state, needs, and problems of its employees and organization. Problems discovered in these surveys are factored into action plans, and each relevant corporation and organization works to implement the plans and resolve the problems. From fiscal 2016, Panasonic has been conducting its Japanese and various overseas opinion surveys—which are now conducted individually—by using a common platform. By doing so, the company is—through a common global perspective—gaining a clearer understanding of both its organizational strengths and problems to be resolved, able to enhance the quality of its management, and striving to achieve an organizational culture in which all employees can find their work meaningful.

List of Awards

Randstad Award 2017: Overall fifth place, first place in the industry

The Randstad Award is based on a survey of companies by an independent organization, using common global standards. The awards are given to the companies found to have the best employer brand (based upon the appeal of a company as an employer).

Managerial Promotion

For management candidate selection and management human resources development, Panasonic has unified its standards, systems, processes, and IT on a global basis. The company discovers and nurtures the most suited candidates irrespective of age, gender, or nationality. The company is undertaking efforts for planned career development and promotion for its employees.

For example, the company has established its “Panasonic Global Competencies” (PGC)—global common guidelines for action that are based on the company’s management philosophy—to clarify the leadership competencies needed for its leaders and the core competencies of all employees. Thus, the company is promoting behavioral change and improved practical initiatives among its leaders worldwide.

The company has also indicated on a global basis that experience such as managing multiple businesses, or working in a country other than one’s own, are prerequisites to being selected as an executive officer or being promoted as a member of senior management. Panasonic fosters talented individuals, who are likely to become management candidates, from an early stage of their careers by clearly identifying the requirements and career paths required of senior managers. Implementing strategic human resources rotation is one means toward this goal, and overall this accelerates the pace of career development.

Furthermore, the company is implementing 360 degree evaluation—as well as assessments by external organizations—of managerial candidates. This allows the company to learn objectively of the strengths and weaknesses of candidates—in terms of leadership, capabilities, and other aspects. Thus, both the company and the prospective manager on the path to managerial promotion are able to understand which negative issues must be addressed or overcome, as well as which skill developments to focus on. This encourages future senior managers to develop their talent with high levels of self-awareness and drive.

Selection and Administrative Mechanisms for Managerial Positions

Panasonic has established quantitative mechanisms to evaluate candidates for major group posts using a common global standard. All positions of a certain level or above are considered “managerial,” and the corporate division supervises both current senior managers and succession candidates. In addition, the company has established a “Talent-Management Committee” as a place to debate and consider the career development and promotion of succession candidates for major posts objectively, transparently, and openly. The committee includes the presidents of Panasonic Corporation and the four Companies and the executive officer in charge of human resources. It discusses the search for and selection of the best global senior managers, as well as career development plans. The company will continue to enhance its process for discovering, nurturing, and promoting talent irrespective of age, gender, and nationality.

Performance-Linked System of Remuneration

Panasonic has adopted a performance-linked remuneration system that sets the levels of bonuses for the current fiscal year based on the company’s performance during the previous fiscal year. The degree to which the performance of the company is reflected in compensation increases at higher levels of management.

In addition, the amount of each individual’s bonus is determined based on the previous fiscal year’s performance of the jobs of which he or she was in charge.

Thus, by reflecting the company’s performance and individual performance within certain limits in compensation, Panasonic inspires the desire to improve individual and corporate performance.

In particular, the compensation of directors and executive officers consists of a fixed “basic compensation,” a “performance-linked remuneration”—which serves as a short-term incentive—and stock options—which serve as a long-term incentive.

Performance-linked remuneration is evaluated by considering the performance of the entire Panasonic Group and of the executive’s area of responsibility, based on indicators including sales, operating profit, free cash flows, and CCM*.

Stock options are allocated so that executives can share profit awareness with other shareholders and strive to improve corporate value, taking a long-term perspective.

* Stands for “capital cost management,” Panasonic’s proprietary management indicator based on the return on capital.

HR Development and Diversity: Human Resources Development

Human Resources Development Initiatives and Performance

Basic Education and Training System

Panasonic's education and training system covers employees at all levels, and it is based on a system of global core common knowledge.

Basic Education and Training System



Human Resources Development Company

Panasonic has established the Human Resources Development Company (HRDC) as an organization that specializes in human-resources-related education and training for employees of all levels.

In broad terms, Panasonic's training falls under one of three areas: job-rank-based talent fostering, including executive development and management enhancement; job-function-specific training (technical, manufacturing, etc.); and self-development, which includes programs for increasing skill levels. In job-rank-based talent fostering, for instance, the HRDC is engaged in nurturing leadership in order to put the Panasonic management philosophy into practice. As part of this area, the HRDC provides training aimed at enhancing management ability among those in charge of organizations as a requirement.

In other areas, as well, the HRDC conducts specialized training. (The following are examples.)

• Technology Training

Offers training in technology management, hardware, software, product safety, and information security

• Manufacturing Training

Offers training in skills for manufacturing, as well as skill training related to quality management, environment management, and manufacturing technologies

Global Human Resources Development

To better nurture leaders who can play a leading role in promoting business that goes beyond national and regional borders and who can serve as loci for cooperation, Panasonic has established regulations for inter-regional personnel transfers and strives to place its employees wherever in the world they can best display their abilities. For example, Panasonic began full implementation of a program called "Working In Japan" in 2007, with the aim of accelerating the development of talent from overseas through the experience of working in Japan.

In each country and region, Panasonic conducts and is expanding training programs to increase mutual understanding among people from all nations around the globe. For example, in Europe, as part of the two-year "Talent for Tomorrow"

(TfT) human resources development program, employees spent several months engaged in volunteer work overseas with non-profit organizations. The employees who participated worked on social issues while making use of their work skills and then put the knowledge and experience that they gained from these activities into product development and business creation.

Additionally, Panasonic conducts “Global Onboarding Training” for career-track hires in each country and region, builds the system of global core common knowledge that is a compilation of the training that all global Panasonic employees should undergo, and provides e-learning services.

Efforts to Develop Employee Employability

Supporting Skills Development for Flexible Change in the Organization

In a business environment constantly subject to turbulent upheaval and to maintain competitiveness through flexible change, we find it important to support employees’ efforts to keep their skills up to date in a flexible fashion. For this, we offer training opportunities to develop new skills. For example, when we implemented structural reforms in recent years, we offered training to some of our engineers so that they could be redeployed in new business areas that we have earmarked as future focus points.

Career Create System Supports Employees’ Ambitions to Create New Careers

We at Panasonic believe in the great importance of giving each and every one of our employees the opportunity to make the most of their own desires and creativity, to develop their talents and skills, and reach their full potential based on what their individuality brings to the table. Based on this philosophy, we have devised our Career Create System to advertise job opportunities within the company and to support our employees’ efforts to advance their careers. In this system, departments that need new personnel must first formulate a clear statement of their requirements and seek to fill their positions within the company, which we call “e-Challenge.” We also have the e-Appeal Challenge system, which allows employees to offer their skills directly to those departments where they wish to work and to challenge themselves with new types of work. These systems support all employees equally, irrespective of age, gender, or nationality.

Career and Life Design Seminars

In these seminars, Panasonic educates the individuals who work for it so that they may be more employable throughout all of society and so that they may continue to challenge themselves for the future.

- Employees take stock of their careers up to that point, verify their core values and make an inventory of the skills that they possess. They ask questions about the issues faced in creating careers according to their generation, and engage in other activities designed to promote understanding of the importance of independent careers. And employees clarify their career visions for the next 5 and 10 years.
- Employees receive guidance concerning economic planning and self-discipline as regards their mind and body to increase their understanding of the importance of economic planning and healthy lifestyles in realizing their career visions.

Building Total Rewards Systems That Treat Both Our Organization and Our Ambitious Employees the Way They Deserve

At Panasonic Corporation and some Japanese affiliates, a “Role/Grade System” has been implemented. This system determines work/role grades for employees according to the size of the work or role they currently perform to form the basis for employee benefits. The aim of this system is to treat the wide variety of employees at Panasonic based on the scope of their work and responsibilities. This helps to enhance the transparency of our human resources systems, and fosters understanding among employees. By setting clear goals for employees to strive for, we encourage employees to be bold to achieve their goals. We believe this helps make both our people and our organization bolder. In these ways, both our people and our organization can reap the rewards of our ambitions, with the aim of building an organizational culture that is brimming with vitality.

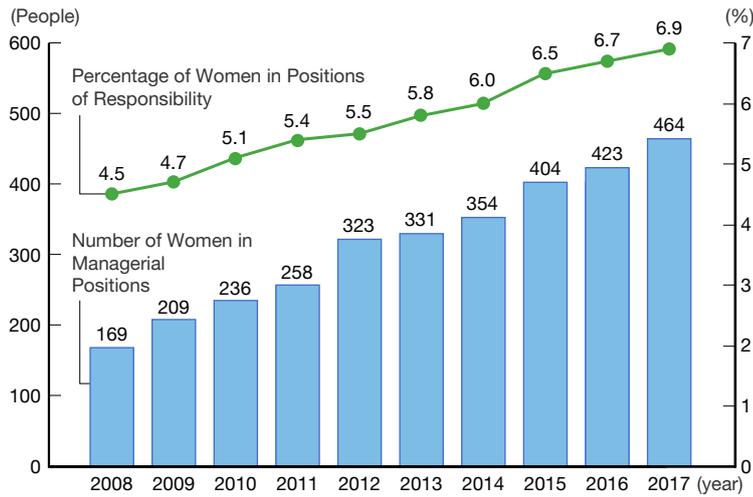
HR Development and Diversity: Diversity

To exploit the knowledge capital of society to the greatest extent possible, Panasonic believes that it is crucial to take advantage of all forms of diversity in the workplace whether in terms gender, age, nationality, or any other cohort. The company has implemented a “Role / Grade System” that determines compensation based on the work or role in which employees are currently engaged; there are no gender-based inequalities in this compensation system. However, particularly in Japan, Panasonic is aware that there is a need to employ greater numbers of women in upper management and decision-making positions; it is striving to ensure gender diversity.

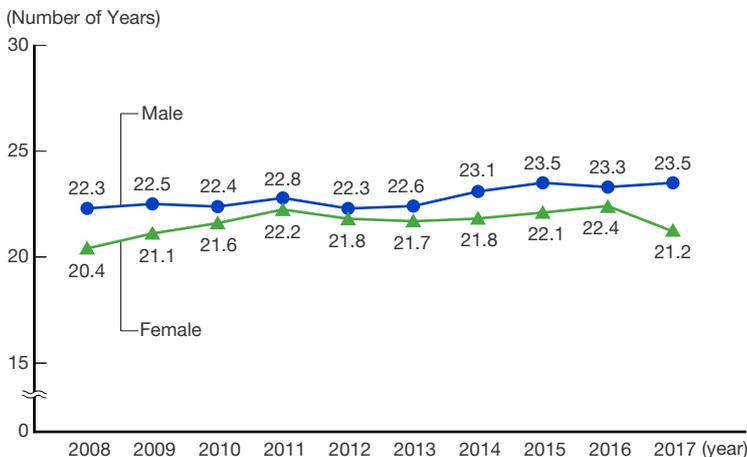
In terms of senior management, a female director (current board member Hiroko Ota) was appointed in fiscal 2014, and, in fiscal 2016, a female executive officer (current executive officer Michiko Ogawa) has been named. To accelerate female participation in management, Panasonic holds study groups for female employees and provides career-advancement seminars for women leaders, creating opportunities for women to encounter role models’ values and views on working, as well as further strengthening the management capabilities of superiors.

Furthermore, to raise the consciousness of all employees concerning the promotion of diversity, Panasonic has established that every July be Diversity Promotion Month, hosting forums and creating opportunities in the workplace for discussions on the theme of promoting diversity.

Number of Women in Managerial Positions, Percentage of Women in Positions of Responsibility



Average Number of Years of Service



Diversity in the United States – 2017

PNA recognizes that Inclusion and diversity naturally generate creativity and innovation and is committed to maintaining a workforce that is as diverse as its customers, business partners and the communities in which it operates. In an effort to improve diversity and inclusion in the workplace, in 2016, Panasonic introduced the Women Connect and Panasonic Veterans Group. These, these business impact groups were created to support recruiting, hiring, internal advancement and community service opportunities for women and military veterans at the company. In addition, recruiting efforts have been enhanced to identify candidates from all diverse groups through marketing and partnering with specialized recruiting organizations.

Additionally, Panasonic provides training for all employees. This training is designed to prevent harassment in the workplace and help employees understand what the Company means by an open and fair workplace environment. Participants learn to build relationships of respect with colleagues, customers and business partners. The Equal Employment Opportunity policies are covered extensively during the training. We also introduced a speaker series that provides additional education on diversity & inclusion related topics. Employees are required to complete a slate of compliance related online training classes (Panasonic Legal Awareness on the Net “PLAN”). This training deepens knowledge of laws related to discrimination in employment.

Work-Life Management

Realizing Diversity in Working Styles—e-Work*

Panasonic promotes “e-Work” as an efficient way of working that exploits information and communication technologies to effectively utilize time in any location. It has implemented a Work-at-Home System that covers around 40,000 employees. The company has also created “Spot Offices”—places with equipment and a network connection where employees can work when traveling on business at 17 locations groupwide (16 of them in Japan).

The Spot Offices have reduced travel time and accelerated customer service, and Panasonic plans to create an environment in which employees can work even more efficiently. The company will increase productivity and help its employees achieve work-life management by a number of flexible work styles.

*The term “e-work” refers generally to working from home, mobile work, work at satellite offices, remote conferencing, and other such initiatives.

Supporting Diverse Ways of Working through Work-Life Management

As part of Panasonic’s efforts to create an environment that enables everyone to play an active role, the company is implementing initiatives to support a good work-life balance for employees.

In addition to complying with Japan’s Act on Advancement of Measures to Support Raising Next-Generation Children—Panasonic strives to create an environments in which employees can effectively use the systems that provide support for to balancing the time they spend between work and their families. An example of the company’s efforts includes the posting descriptions and way of using the related support systems on the company’s intranet.

Examples of Systems Supporting Work-Life Management

Child Care Leave

A non-consecutive total of two years of leave that can be taken until the end of the April following the child starting at elementary school

Work and Life Support Program

A flexible work system for those raising children, or providing nursing for an elderly person, that includes short work-hours; half-days; adjustable, fewer-day working weeks; and other appropriate schedules

Family Support Leave

A leave system that can be used for a wide range of events, including care or nursing of family members, or attending a child’s school events

Child-Rearing Support Café Point

A system by which the company will cover some of the costs for childcare during overtime work or when a child is ill

Child Planning Leave

System of leave for fertility treatments

A Comprehensive Program for Supporting a Balance between Nursing Care and Work

- Holding of seminars on nursing care, launching of portal site with information concerning nursing care
- Counseling for employees facing the prospect of nursing care, support for related procedures
- Company support for half of the daily costs of nursing care through the Nursing Care Support Café Point
- Ability for employees to take leave up to a total of 365 days per person requiring nursing care, payment of 70% of wages plus an allowance for the employee-borne portion of social insurance premiums for leave totaling 183 days or fewer
- Other measures, including the establishment of a nursing care financing system

Creating a Workplace Where People with Disabilities Can Take an Active Part

Employees with disabilities represented 2.18% of our workforce in Japan as of June 2016. For our group as a whole, the figure was 2.23%. These figures exceed both the legal employment rate (2.0%) and the national average employment rate (1.92%).

Employment of Workers with Disabilities (Japan)

	2011 June	2012 June	2013 June	2014 June	2015 June	2016 June
Panasonic Corporation	2.07%	2.04%	2.15%	2.16%	2.15%	2.18%
Key Group Companies	2.08%	2.11%	2.21%	2.24%	2.46%	2.50%
Group (whole)	2.08%	2.06%	2.17%	2.18%	2.21%	2.23%

In cooperation with regional governments and other authorities, we as a group manage seven special subsidiaries to promote the employment of workers with severe disabilities.

At these subsidiaries, special measures are taken to create an appropriate workplace, with specially designed workbenches and materials arrayed at heights suitable for people in wheelchairs. These companies also actively welcome interns, trainees, and observers.

At other group divisions, efforts are made to create a workplace where workers with disabilities can take an active part. Special training sessions are offered for the hearing-impaired, sign-language interpreters are provided for skills development sessions, short courses may include sign language, and manuals have been created to train employees in how to interact with people with hearing impairments.

Going forward, Panasonic will continue its efforts to foster the independence of workers with disabilities and integrate them as participants in the society.

Special Subsidiaries (employee figures are as of June 2016)

Company Name	Year of Establishment	Number of Employees (Number of Persons with Disabilities)	Description of Business
Panasonic Kibi, Co., Ltd.	1980	80 (38)	Assembly of video camera LCD units, video accessories
Panasonic Katano Co., Ltd.	1981	40 (32)	Assembly of avionics products, inspection and packaging of AV accessories
Panasonic Associates Shiga Co., Ltd.	1994	54 (31)	Assembly of electronic circuits (for massage chairs, shavers, etc.)
Panasonic Ecology Systems Kyoei Co., Ltd.	1980	38 (22)	Assembly of ventilating fan parts, printing of user manuals
Sanyo Heart Ecology Co., Ltd.	1998	67 (33)	Growing / selling orchids, distribution of company-internal mail
Harima Sanyo Industry Co., Ltd.	1982	43 (21)	Assembly of vacuum cleaner parts, maintenance of internal environment
Sendai Sanyo Industry Co., Ltd.	1992	40 (16)	Manufacture of LED products, light sensors

Panasonic Kibi Co., Ltd. Receives the 2016 Minister of Health, Labour and Welfare Award for the Independence and Rehabilitation of Persons with Disabilities

Upon receiving a recommendation from Okayama Prefecture and Kibichuo Town, Panasonic Kibi Co., Ltd. received the 2016 Minister of Health, Labour and Welfare Award for the Independence and Rehabilitation of Persons with Disabilities.

This award ceremony is one of the main events during Persons with Disabilities Week (December 3–9, 2016), and it is held to confer awards on those who have overcome their own disabilities to live independent lives and who can serve as role models for other people with disabilities. It also seeks to create understanding and raise awareness among the people of Japan regarding the welfare of those with disabilities and to promote a higher level of welfare administration for people with disabilities.

Panasonic Kibi was recognized mainly for its efforts in encouraging people with disabilities to contribute to society and in promoting sports for the disabled. The following activities were particularly praised during the selection process:

1. The company promotes initiatives that encourage those with disabilities to take part in society through sports and that raise social awareness about their activities.
2. It also contributes revenue from aluminum can recycling—conducted to promote understanding about persons with disabilities—to local sports competitions for the disabled and promotes social participation in local events.
3. Since taking over the administration of the Okayama Kibi Kogen Fureai Wheelchair Road Race—a public-private joint event that has been held since 1998—from the prefecture, the company has been actively engaged in the project.

■Comment from President Nishimura of Panasonic Kibi

I am extremely happy and honored that Panasonic Kibi has been chosen for this award. Over the 36 years since the founding of Panasonic Kibi, we have been blessed with the hard work of our predecessors and support from the Panasonic Group.

Motivated by this award, we will come together as a company and continue to strive for new businesses and increased social participation and employment opportunities for persons with disabilities.



Holding the award certificate
President Nishimura, Panasonic Kibi Co., Ltd.

Employing Workers Post Retirement

In 1982, Panasonic created the Senior Partner System, allowing workers past retirement age to enter into employment contracts under new conditions. In 2001 we introduced our Next Stage Program, renewing our position as an industry leader in formulating policies for the employment of older workers in Japan.

The Next Stage Program is a system that consists mainly of the Next Stage Partner Program, which allows workers who wish to continue working after mandatory retirement at age 60 to do so until age 65. In April 2008 we relaunched this as the New Next Stage Program. Our basic thinking here is an emphasis on personal autonomy. The new system is easier to understand, more flexible, and easier to use than ever before. In 2015, we updated this system once again, based on new ideas of longer-term careers, aimed at encouraging each employee to map out his or her own career from an early stage. Our new system offers a broader range of measures to meet the diverse needs of older workers. More specifically, across the entire company, we are developing and promoting training seminars on career design and life design for various stages of people's lives. As increasing numbers of people desire to continue working into their later years, social attitudes are changing. This has economic ramifications, in terms of retirement and pension benefits—specifically, the need for many employees to continue to work during the gap between when they officially retire and when they start to receive pension payouts—as well as ramifications in terms of the emergence of older workers as a potential resource. We are striving to ensure that everyone who wishes to continue working beyond the age of 60 has the opportunity to do so, and we are fine-tuning the conditions of our Next Stage Partner System to accommodate this change.

We are also offering a full range of economic support for employees who wish to retire early and seek new activities elsewhere, as well as support for those who wish to work elsewhere after reaching retirement age.

Initiatives Relating to LGBT* (sexual minority groups) Concerns

Policy

Panasonic's Code of Conduct makes it clear that discriminatory speech or conduct with regard to sexual orientation or gender identity, as defined by applicable laws, are not permitted.

▶ Panasonic Code of Conduct, Chapter 3: Employee Relations (2) Respect for Human Rights
<http://www.panasonic.com/jp/corporate/management/code-of-conduct/chapter-3.html>

*LGBT: An acronym for lesbian, gay, bisexual, and transgender, LGBT is used in this section to refer to these and other sexual minority groups.

Treatment of Individuals in Panasonic's HR Systems

Effective April 2016, Panasonic Corporation now recognizes same-sex domestic partners as equivalent to legal spouses within its HR systems, except in areas where such recognition cannot be applied due to legal restrictions. This is part of the company's promotion of diversity in management, which is based on valuing, accepting and making the most of individuality. Affiliates both within and outside of Japan are addressing this matter on an individual basis, subject to the condition of compliance with applicable local laws.

Advancement in Understanding

In order to encourage understanding of the concerns of LGBT individuals and communities and to create a more LGBT-friendly workplace, Panasonic has been conducting successive seminars geared toward HR functional divisions, managerial positions, and employees, since February 2016. Seminars for HR functional divisions offer not only basic knowledge about LGBT concerns, but also methods for dealing with discriminatory speech or conduct, and methods for responding to the needs of those involved. Information on how to advance understanding of LGBT issues and invitations to participate in events that support LGBT causes are also sent out via Panasonic's intranet system.

Creating Support Desks

Panasonic has created support desks through which employees can engage in email or telephone consultations about any internal company topics, including cases of sexual harassment or abuse of authority. (Employees may use these support desks anonymously.)

Support for External Activities

Since fiscal 2015, Panasonic has been engaged in cooperation with work with Pride, a private organization that works on initiatives to create more LGBT-friendly workplaces. Panasonic provided a hall in its Tokyo building as a venue for an event in 2014, with roughly 200 people taking part, most of them from corporate HR departments.

Every year since then, the company has cooperated with work with Pride in other events, such as their Tokyo Rainbow Week exhibits, and has provided ongoing cooperation for other events. Panasonic has made contributions to the policy working group for a corporate LGBT evaluation index held from December 2015 to May 2016 as a secretariat member.

A Timeline of our Diversity Promotion Activities

In 2001, Panasonic established an organization dedicated to the promotion of diversity and launched new initiatives. Since then, the initiatives in which Panasonic has engaged have evolved, in accordance with actual conditions on the ground and the activities in which Panasonic employees have participated.

1965	The five-day workweek was instituted.	
1980s	A flex-time work system was introduced.	
1990s	Child-rearing assistance, nursing-care assistance, and other programs were established as systems within the company.	
2001	The Women Can Shine Headquarters was established and began its mission, as a part of Panasonic's business strategy, to appoint more women to positions of responsibility. 👑 Presented (by the Ministry of Health, Labour and Welfare) with an award for efforts aimed at promoting equality as a corporate citizen.	
2004	Instituted an initiative to appoint women to management positions as a part of business strategy. 👑 Presented (by the Ministry of Health, Labour and Welfare) with the highest award for efforts aimed at promoting equality as a corporate citizen.	
2005	👑 Family-Friendly Company Award (received from the Ministry of Health, Labour and Welfare) 👑 Presented with the Minister of Health, Labour and Welfare's Excellence Award	
2006	e-Work Promotion Office was established, along with e-Work initiatives—including the companywide Work-at-Home System—with goals that include supporting a balance between work and family life and improving productivity through a ubiquitous way of working that leverages IT. 👑 Presented with the Nikkei Child-Rearing Support Award (by Nikkei Inc.)	
2007	👑 Telework Promotion Award (Ministry of Economy, Trade and Industry)	
2009	Distributed 700 posters promoting diversity, which were displayed at various business sites.	
2010	Established the Global Diversity Policy	Diversity Promotion Month posters
2011	The company appointed its first female executive officer.	 The Eighth Women's Networking Forum in Osaka
2012	A companywide diversity promotion forum was held.	
2013	Panasonic continued to engage in initiatives that reflect actual conditions at its Companies and business sites, including work-improvement activities and career support for employees taking child-care leave.	
2016	The Diversity and Organizational Development Promotion Office was established, bringing diversity promotion to a new phase. Panasonic continued to engage in activities to further improve the management capabilities of those in charge of organizations and to foster more active communication. 👑 Awarded the gold prize of the Pride Index for Panasonic's policies and activities relating to LGBT employees.	