

HR Development and Diversity : Diversity

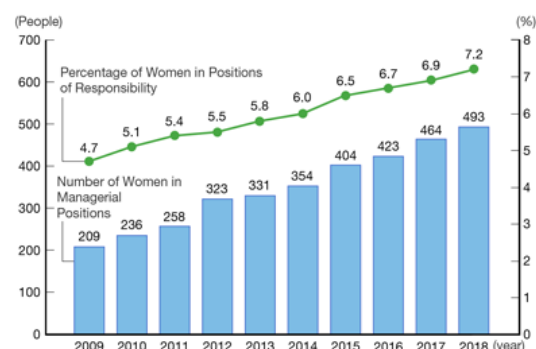
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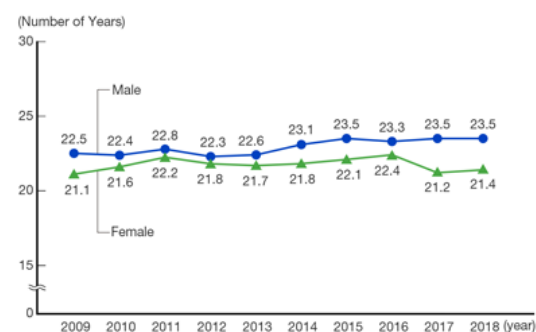
To exploit the knowledge capital of society to the greatest extent possible, Panasonic believes that it is crucial to take advantage of all forms of diversity in the workplace whether in terms gender, age, nationality, or any other cohort. The company has implemented a "Role / Grade System" that determines 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. As Panasonic welcomes its 100th anniversary, it is essential that all employees, who serve as the driving force behind Panasonic's continued usefulness to society and its customers in the next 100 years, undergo self-growth while feeling rewarded in their work. From November 2017, Panasonic has endeavored to create "A Better Workstyle" (meaning undertaking reforms that make work rewarding), with a focus on creating opportunities for growth by reaching outside of the company, supporting voluntary changes among employees, and encouraging an environment in which diversity thrives.

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



Average Number of Years of Service



Diversity in the United States

Diversity naturally generates creativity and innovation in the work community. PNA is committed to building and maintaining a workforce as diverse as the communities we serve. The Inclusion & Diversity (I&D) programming at PNA includes the Business Impact Groups (BIGs) Women Connect, Veterans Group, and PRISM (LGBTQ), which launched in 2018. A new BIG targeted at our younger workforce is also in the plan for 2018-2019. These groups are just one way that we support the recruitment, retention, and internal advancement of a diverse workforce.

Our efforts in I&D have led us to receive many awards including.



*Woman Engineer Magazine
Top 50 Employers*



*STEM Workplace Diversity Magazine
Top 50 Employers*



*Minority Engineer Magazine
Top 50 Employers*

Here at PNA, 25% of our employees within underrepresented groups hold leadership positions throughout North America, and that number is improving every year. In addition, 29% of our workforce in North America is female. The insights and contributions made by our women leaders help move us forward. We are proud to share that our number of women in leadership roles has increased over the last three years, as well as our female workforce under age 30.

In 2017, our Talent team worked with the Marketing organization to produce a video called Wall of Inclusion. We invited employees in Newark & Harrison, NJ to create Post-It notes explaining what they love about working in an environment of diversity. The video allowed an opportunity to see how these notes were used to create a Panasonic Logo mural, but also gave many employees a moment on camera to share all that they gain from our commitment to continuing to make moves forward in Inclusion & Diversity initiatives.

[View our Wall of Inclusion video here.](#)

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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 improve the work-life balance for its employees through a number of flexible working 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 order for childcare, family care, and work to coexist, employees need to actively respond to all aspects of their lives. However, this active response may not be sufficient in itself, in which case, employees require the understanding and support of their supervisors and workplaces. Panasonic also creates guidebooks with hints for work-life balance, including explanations of the systems needed for maintaining personal and business responsibilities and information on how supervisors and subordinates can

work together. This is another way in which Panasonic helps its employees continue their careers without worry, regardless of the situations they face with childcare or family care.

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

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

As of June 2017, employees with disabilities represented 2.15% of our workforce in Japan. For our group as a whole, the figure was 2.16%. These figures exceed both the legal employment rate (2.0%) and the national average employment rate (1.97%).

Employment of Workers with Disabilities (Japan)

	June 2011	June 2012	June 2013	June 2014	June 2015	June 2016	June 2017
Panasonic Corporation	2.07%	2.04%	2.15%	2.16%	2.15%	2.18%	2.15
Key Group Companies	2.08%	2.11%	2.21%	2.24%	2.46%	2.50%	2.24
Group (whole)	2.08%	2.06%	2.17%	2.18%	2.21%	2.23%	2.16%

In cooperation with local communities and 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.

In other group divisions, Panasonic promotes the creation of workplaces where all employees can learn together and where workers with disabilities can take an active part. Special training sessions are offered in sign language, sign-language interpreters

are provided for skills development sessions, and educational materials have been created to improve employee understanding of people with disabilities.

Special Subsidiaries (employee figures are as of June 2017)

Company Name	Year of Establishment	Number of Employees (Number of Persons with Disabilities)	Description of Business
Panasonic Kibi, Co., Ltd.	1980	82 (36)	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	57 (33)	Assembly of electronic circuits (for massage chairs, shavers, etc.)
Panasonic Ecology Systems Kyoei Co., Ltd.	1980	40 (24)	Assembly of ventilating fan parts, printing of user manuals
Sanyo Heart Ecology Co., Ltd.	1998	75 (33)	Growing / selling orchids, distribution of company-internal mail
Harima Sanyo Industry Co., Ltd.	1982	42 (21)	Assembly of vacuum cleaner parts, maintenance of internal environment
Sendai Sanyo Industry Co., Ltd.	1992	42 (18)	Manufacture of LED products, light sensors

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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.

Next Stage Program

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 finetuning the conditions of our Next Stage Partner System to accommodate this change.

We are also offering 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.

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Create a good work environment for all regardless of sexual orientation or gender identity

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](#)

*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 create a more friendly workplace regardless of sexual orientation or gender identity, 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 sexual orientation or gender identity 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 and invitations to participate in related events 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 friendly workplaces regardless of sexual orientation or gender equality. 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 on 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.

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Corporate Profile	Company Overview	Senior Management	Business Segments	Affiliates	Panasonic Center	Global Partnerships	History
Our Company	Philosophy & Business	Corporate Governance	Code of Conduct	Procurement Activities			
Brand	Brand Story	Brand	Brand History				
Technology &	Research and development						

Design			R&D 10-Year Vision	Breakthrough Technology	List of Conference Presentations	History of Technology Design
		Universal Design				
History		Corporate History	The Founder, Konosuke Matsushita			
Careers		Careers	FAQ			

Consumer Business Support About Us Sustainability IR News Major Exhibitions Words of Wisdom

