

# Strengthening the Relationship of Trust with Stakeholders

**Explanation of terms:**  
**[\* Next-Generation Accreditation Mark]**  
 A mark of approval awarded by the Minister of Health, Labour and Welfare recognizing enterprises which provide their employees with next-generation training and childcare support as part of an independently developed plan of action.

## Diversity Management >>>

### Promoting diversity management

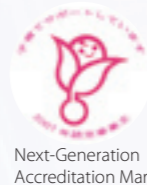
Since 2005, the Corporate Equal Partnership Office, under the direct supervision of the president, has been engaged in action for equal partnership between male and female employees. In April 2008, with the creation of the Diversity Promotion Office, overseas nationals and people with disabilities joined women to form the three main pillars, or areas of activity, of our diversity work. In our range of strategies, our approach is based on the idea that incorporating the perspectives of women, overseas nationals, and people with disabilities in product development and business strategy, and using our activities to encourage sensitivity to and awareness of these perspectives among Panasonic Electric Works staff, will make us better able to carry out the task of delivering lifestyle amenity solutions to customers. We are stepping up action to create a corporate ethos in which all staff can work together in a motivating atmosphere that encourages expression of diversity (individuality and distinctiveness) and to achieve our goal for the year 2010 of having 60 women in managerial positions of section manager grade or above (1.4 times as many as in fiscal 2008) and 50 overseas nationals (twice as many as in fiscal 2008).

■ Three pillars (areas of activity) of diversity work



### Expansion of equal partnership activity

Since 2004, July has been designated Equal Partnership Month to focus attention on real action for equal partnership and the various regions, divisions, and Group companies have organized Equal Partnership activities based on the specific issues relevant to them. In parallel with these activities, we are making progress in enhancing arrangements for child care leave and part-time working and in other improvements to working conditions and the working environment aimed at putting in place a system to support a balance between work and family life. In recognition of these initiatives, Panasonic Electric Works was awarded the Next-Generation Accreditation Mark\* by the Minister of Health, Labour and Welfare on June 12, 2007. On July 13, Equal Partnership Forum 2007 was held as part of Equal Partnership Month. The event was attended by around 200 people from all parts of Japan, who agreed on the importance of Equal Partnership in business strategy and of sharing differences in value systems. The insights produced by these activities were fed back into the development of diversity promotion activities, so that in fiscal 2009 we can devote increased energies to fostering female leaders (women in managerial positions).



#### Equal partnership: present status and targets

	Fiscal 2008 figure	Fiscal 2011 target
Female employees recruitment	25%	40%
Females employees in planning and decision-making positions*1	7%	11%
Proportion of managerial positions held by women	base year	1.4-fold increase
Females employees in leadership positions (positions of junior manager level and above)*2	9%	15%

\*1. Office functions consisting mainly of self-planned or self-managed content  
 \*2. For reference, the government's Equal Partnership Promotion Office has set a target for the year 2020 of at least 30% female representation in leadership positions in all sectors.



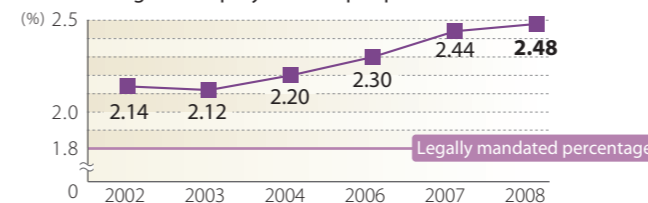
**I have got to where I am thanks to where I work. Now I want to pass on what I have learned to junior female staff.**

I am a manufacturing forewoman who looks after the assembly of semiconductor relays in the cleanroom. I have been involved with this production line for a long time and I feel that I have learned from both senior and junior staff. Nowadays, to raise the standard of work in our section as a whole, I think I treat men and women in the same way in training. I am very glad that that has led to female staff wanting to follow my example and seek promotion. An urgent task now is to recruit and train the next generation of female staff who will follow the women who take over from me. I think that continuous human resources development in the workplace is indispensable to passing on a tradition of high-quality manufacturing.

### Creating workplaces more conducive to people with disabilities

Panasonic Electric Works has actively promoted the employment of people with disabilities and as of June 2007 employed 212 people with disabilities at the parent company, while the Panasonic Electric Works Group as a whole, including the special example of Panasonic Electric Works Shiga, employed 238 people with disabilities. In fiscal 2008, people with disabilities made up 2.48% of our workforce, the ninth highest among all Japanese enterprises with 5,000 employees or more. In fiscal 2008, we adopted the key strategies of ensuring an appropriate percentage of employment for people with disabilities at consolidated subsidiaries; and improving the work environment to promote the employment for people with disabilities. In August, we held for the first time a conference on the promotion for the employment of people with disabilities at consolidated subsidiaries, which brought together representatives from 49 companies. In fiscal 2009, we will further intensify efforts across the Group focusing on the key strategies of improving the percentage of employment for people with disabilities at consolidated subsidiaries and promoting the implementation for people with disabilities within the workplace.

#### Percentage of employment of people with disabilities



**Creating an environment where people can develop their abilities by concentrating on what they can, not what they can't do.**

We are acting in a range of areas to create a working environment conducive for people with disabilities, for instance translating company terminology into sign language and distributing the information to branches nationwide and arranging meetings where senior staff come together to exchange information. However, we don't give special treatment to people with disabilities. The starting line is the same for people with and without disabilities. I think it is important to focus on what people can and not what they can't do and on how they can develop their individuality and outstanding abilities. We want to continue striving to create a workplace environment where people with and without disabilities can work together on an equal footing in a cheerful and motivated atmosphere and where each can develop their ability to the full.

### Promoting internationalization within the organization

For a company like ours which is aiming to achieve global excellence, the area of overseas nationals, one of the three pillars (areas of activity) of diversity activities, is likely to become increasingly important. In view of this, Panasonic Electric Works is engaged in activities stemming from the belief that it is important to formulate recruitment and deployment policies to include overseas nationals, to create a corporate environment that is friendly to overseas nationals, and to build a corporate culture that can respond to internationalization. In fiscal 2009, we will encourage the formation of a networking group for overseas nationals among our employees and organize friendship meetings and other events. These plans are intended to respond to the difficulties and concerns of minorities and to reflect their opinions in measures to improve the working environment and promote internationalization.



**Showing the world the very human face of Japanese-style management and the profound meaning of its management philosophy.**

At present I work in overseas legal affairs and manage contracts relating to overseas companies and overseas business partners. What strikes me, having worked in Japanese enterprises, is the difference from America. The Japanese way of thinking and acting is great because it is very human-centered, but on the other hand there are some aspects of the very Japanese phenomenon of 'non-verbal communication' that are not necessarily understood globally, but I do think that the profoundly meaningful management philosophy that began with Matsushita founder should be implemented more to the rest of the world. Also, in the process of localizing our operations, I think that creating a fusion of local ways of thinking and Japanese ways of thinking will help us develop into a stronger Group.