

Employees



Overview

Basic Approach

Starting from the electronics business, Sony has continued to evolve, expanding the breadth of its businesses to include semiconductors, music, financial services, pictures and games. Half of our six main business segments are headquartered in the U.S., and our diverse businesses operating across different regions are sustained by our diverse employees, one of Sony's most important management resources, who form the foundation for creative innovation. Our approximately 110,000 employees around the world represent a wide array of nationalities, ethnicities and occupations, and they are the driving force behind all of our growth. This diversity is one of our key strengths, and encouraging our employees to maximize both their individuality and engagement leads to sustainable value for both Sony and society at large.

Sony's People Philosophy: "Special You, Diverse Sony"

Sony has always viewed employees as individuals rather than as a group, respecting their independence and enthusiasm for taking on challenges, and cherishes a corporate culture that places the company and employees on equal terms, based on a chosen partnership between the company and the employee where both are accountable for being responsive to each other's needs. Sony's People Philosophy, "Special You, Diverse Sony," shares our message of accepting every diverse individual so that we can continue to grow together, with our Purpose at our core. Our group-wide People Strategy is based on this philosophy and is organized around the themes of "Attract talented individuals," "Develop talented individuals," and "Engage talented individuals," leading to people policies that reflect the characteristics

of the environments and regions in which each individual business operates.



Structure

Material issues related to employees are discussed and deliberated at group-level meetings and by HR committees for each business segment. The Sony Group Corporation officer in charge of human resources and a diverse group of HR leaders from the main six business segments also hold regular meetings. As part of the new management system for fiscal year 2023, Sony has further enhanced its organizational structure through the appointment of a Senior Executive and a Senior Vice President in charge of Lead of Group DE&I.

Looking to the Future

We prioritize diversity, working on initiatives focused on Sony's People Philosophy to drive sustainable growth for the Sony Group and create social value. Sony also supports employees' continued growth by providing opportunities for them to improve and make the most of their individual strengths, skills, abilities, and creativity.

Milestones

- 1966: Internal job posting program started
- 1973: Sony Technology Exchange Fair started
- 1978: Sony/Taiyo Corporation founded
- 1988: Flex-time System introduced
- 1990: Parenting leave and flex holiday programs introduced
- 2000: Sony University program started
- 2008: Flexible work policy introduced
- 2015: Flexible career leave and free agent programs introduced
- 2018: PORT, a place for employees to learn and interact, established
- 2021: Sony's People Philosophy and People Strategy redefined
Sony selected as one of the Iconic Partner of The Valuable 500
- 2023: Senior Executive and Senior Vice President in charge of Lead of Group DE&I appointed
- 2024: Diversity, Equity and Inclusion Statement redefined

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Diversity, Equity and Inclusion (DE&I)

Sony aims to realize an organization in which diverse personalities, opinions, views, and values coexist in a corporate setting. As part of our commitment to further promote DE&I, we have set new numerical targets, aiming to increase the percentage of women and non-Japanese nationals among Sony Group Corporation’s executives* to more than 30%, respectively, by 2030. We also redefined our Diversity Statement, creating our new Diversity, Equity and Inclusion Statement.

The unique individuals that make up our employees connect across both business segments and regions to create new value by combining both their creativity and the resulting technologies. Moving forward, we will continue to more resolutely promote DE&I, the source of growth at Sony.

* Directors, Senior Executives including Corporate Executive Officers, and other officers

The Diversity, Equity and Inclusion Statement

**We Belong,
We Create,
We Grow, Together
To Bring KANDO* to the World.**

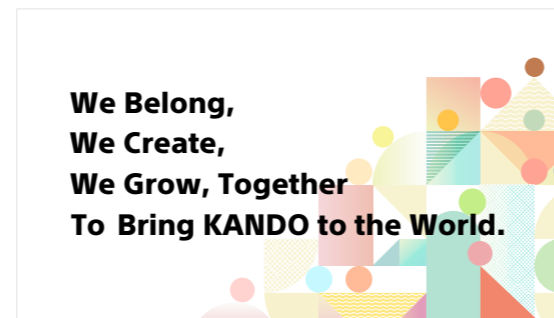
We believe that innovation happens when we embrace the diversity in each other beyond boundaries.

The Sony Group will continue to evolve as a place where everyone belongs and demonstrates their individuality, inspiring an inclusive society.

*KANDO = emotion

Ever since Masaru Ibuka co-founded Sony with Akio Morita with the belief that “Innovation is born out of the intersection of diverse ideas,” diversity has remained core to our DNA and we consider it key to innovation. Our new Diversity, Equity and Inclusion Statement was redefined for the first time ten years after its establishment in 2013 taking into account growing global awareness of human rights, and expressing our dedication to societal contribution through the promotion of evolving diversity group-wide and the creation of a fair and inclusive organizational structure.

[🔗 The Diversity, Equity and Inclusion Statement](#)



The Evolution of DE&I

Sony’s Founding Prospectus states, “We shall place emphasis on a person’s ability, performance and character, so that each individual can fully exercise their abilities and skills.” This idea of focusing on the individual continues to be passed down as a cornerstone of group culture—we respect the diversity of our businesses, employees and their autonomy to foster an environment where diverse talent is empowered to take on the challenge of creating a wide range of value. We have set growth through diversity as a key phrase in our management policy, which drives us to strengthen our DE&I promotion system and hire talent with new perspectives that spur innovation. In turn, we focus on developing our employees and providing opportunities for both individuals and businesses to connect and share their knowledge, experience and technologies across organizational, regional and national boundaries. DE&I

promotion initiatives have expanded beyond individual sites as our business grows, and we have further evolved to support the creator community as we work to develop the next generation, who will create the exciting breakthroughs of the future.

We will continue to take on the challenge of further building upon DE&I in order to achieve sustainable growth for Sony and promote an inclusive society where diversity is respected.

Supporting Active Contributions by Diverse Employees

Gender Equity Initiatives

Sony promotes gender equity globally as a part of our DE&I initiatives. As of March 31, 2024, the ratio of women o men in the workforce was 34.0% and the ratio of women to men in management positions was 30.7% for the entire Sony Group.

With the aim of increasing the percentage of women among Sony Group Corporation’s executives to more than 30% by 2030, the Sony Group Corporation has set two targets to be achieved by the end of fiscal year 2025, having women hold over 20% of management positions and ensuring that 100% of employees with newborns take childcare leave (legal childcare leave of absence and/or Sony’s paid childcare leave), with the men among them taking an average of more than 10 days of childcare leave, all part of our effort to promote gender equity. We received Platinum Eruboshi certification in January 2024 in recognition of our efforts to empower women.

Japanese group companies set individual goals, while as a whole, Sony is expanding its efforts to disclose information regarding gender diversity, including in its Securities Report. It carries out disclosure of information and action plans at its companies in Japan in accordance with the provisions of Japan’s Act on Promotion of Women’s Participation and Advancement in the Workplace, using the Ministry of Health, Labour and Welfare’s Database of Corporate Performance in the Area of Women’s Participation and Advancement in the Workplace. The companies continue to play an active supporting role, holding lectures about inclusive leadership to ensure we make the most of our diversity, and developing programs and systems to

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encourage male employees to participate in childcare. Remuneration levels are determined by role rather than age or years of service. Sony launched Sony Women in Technology Award with *Nature* as an initiative to promote societal gender equity. This award recognizes and supports women researchers who work to contribute to a better society and planet through technology. In Japan, we hold the Technovation Girls startup pitch competition, an international app and business development contest, and are providing comprehensive support through science and engineering collaboration with University of Tokyo's Metaverse School of Engineering and Nara Women's University the aim of reducing gender bias and enhancing DE&I. In April 2024, we launched SONY STEAM GIRLS EXPERIENCE scholarship to support young women majoring in science and engineering fields at university. Outside Japan, we support Girls Make Games, Women in Film and Women in Animation as initiatives to encourage creators who are the source of excitement. Every March, Sony holds lectures by outside experts and other events around the world in honor of International Women's Day with the aim of promoting actions through a deeper understanding of gender equity.

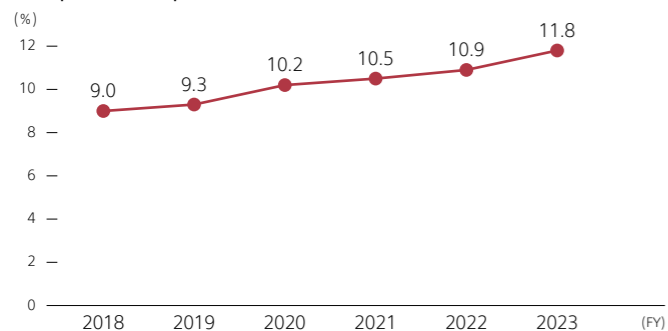
[Sony Group Corporation's Action Plan for the Act on Promotion of Measures to Support the Development of the Next Generation](#)

[Sony Group Corporation: Action Plan for Promoting Women's Participation](#)

[Sony Group Corporation Awarded Platinum Eruboshi Certification by Japan's Minister of Health, Labour and Welfare for Its Outstanding Performance in Promoting Women's Participation in the Workplace \(in Japanese\)](#)

[Securities Report \(Japanese only\)](#)

Percentage of Women in Management Positions in Sony Group Companies in Japan



Targets for Percentage of Women in Management Positions at Major Sony Group Companies in Japan (End of Fiscal Year 2025)

Company	Targets for Percentage of Women in Management Positions by End of FY2025*1
Sony Group Corporation	20%
Sony Corporation	10%
Sony Semiconductor Solutions Corporation	4.4%*2
Sony Interactive Entertainment Inc.	15%
Sony Music Entertainment Inc.	28%
Sony Financial Group	18%*3

*1 Targets for the "percentage of women workers in management positions" as of the end of fiscal year 2025 are described, pursuant to the provision of the Ordinance on the Action Plans for Business Owner based on the Act on Promotion of Female Participation and Advancement in the Workplace (Ordinance No. 162 of the Ministry of Health, Labour and Welfare, 2015).

*2 Percentage calculated from the numerical target for women in management positions by the end of fiscal year 2025, prescribed according to the total number at the end of fiscal year 2023.

*3 The value obtained by calculating the sum of the numerical targets for women in management positions by the end of fiscal year 2025 at applicable companies under the Sony Financial Group umbrella (Sony Financial Group Inc., Sony Life Insurance Co., Ltd. (employees working within main company only), Sony Assurance Inc., Sony Bank Inc., Sony Lifecare Inc., Lifecare Design Inc. and Proud Life Inc.), then dividing the result by the expected total number of employees as of the end of fiscal year 2025

Men to Women Earnings Ratio (Sony Group Corporation)

	Group	Men	Women
Permanent Employees*4	Management	100	97.9
	Assistant Manager / Leader Level	100	99.0
	Senior Professional Level	100	99.6
	Professional Level	100	101.9

Period: April 1, 2023 to March 31, 2024

Figures shown are rounded to one decimal place.

Earnings include basic pay, overtime pay and bonuses but do not include retirement allowances or commuting allowances.

Levels of compensation are determined based on significance of role, independent of age or years of service, and earnings of men and women at the same grade are approximately equal.

*4 Excluding employees on secondment from outside of Sony, inpatriates in Japan, and employees who do not meet the eligibility due to international assignment, leave of absence, hiring, resigning timing etc., including short-term employees

Key Activities to Gender Equity at the Sony Group around the World

Japan

In September 2023, the Sony Women Leaders Forum (SWLF) was held in Japan. This networking event is for women in the department management level or above across the group who are at the forefront of our business. In March 2024, we held the SWLF for women in managerial positions. The event coincided with International Women's Day, and provided an opportunity for women to share their career and leadership skills while forging connections that transcend individual businesses. Top management delivered a powerful message: "You can embody the myriad ways to be a leader." We continue to implement women's leadership programs and mentoring to provide ongoing skill development.

United States

Sony Music Publishing invests in the development of women with high potential and performance to further promote gender equity in leadership, implementing the Women's Leadership Program worldwide, especially within the U.S. Sony Interactive Entertainment helps women employees to further develop their capabilities through activities such as the Senior Women's Leadership Forum, which provides a space to connect with women managers and learn practices and strategies relating to leadership.

Europe

In the UK, Sony Pictures Entertainment produced 21 short films showcasing role models, with three films released externally on its YouTube channel and LinkedIn in celebration of International Women's Day.

Sony Europe is improving the gender ratio by strengthening recruitment and hiring practices, updating policies and procedures,

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and collaborating with 3rd party initiatives such as Top Women Tech, RISE Women in Broadcast, and Pink Programming. They celebrated International Women’s Day through a live panel session featuring women leaders from across the Sony Group sharing their experiences and ideas to inspire inclusion.

Promoting Greater Opportunities for People with Disabilities

Sony employs and supports people with disabilities in compliance with the laws, regulations, and rules of the countries and regions in which it operates, while endeavoring to create inclusive working environments that enable employees to build successful careers regardless of any disabilities they may have. Sony co-founder Masaru Ibuka once recalled the day when an initiative was launched, saying, “We had a spirit of autonomy and a belief in creating workplaces that do not offer charity, but rather create an environment that makes it possible for people with disabilities to manufacture products that exceed those manufactured by people without disabilities.”* Sony’s senior management has been seeking to build an environment in which people do not feel held back by their disability and disabilities do not create barriers, enabling everyone to thrive. Sony/Taiyo Corporation, which was established in 1978 prior to the legal institution in Japan of special-purpose subsidiaries, has begun to share throughout the Sony Group the know-how and experience it has amassed on the employment of people with disabilities. Sony has created an inclusive environment at its three special-purpose subsidiaries: Sony/Taiyo Corporation, Sony Kibou/Hikari Corporation, which specializes in providing employment opportunities for people with intellectual and mental disabilities, and Sony Life Business Partners Co., Ltd., to carry out clerical work and other tasks for Sony Life. Sony is now expanding initiatives to create an inclusive environment throughout the group. Sony Group special-purpose subsidiaries are independent businesses that seek to provide job satisfaction via carefully thought-out employment, such as duties carried out jointly with other business sites or individual companies. At Sony Kibou/Hikari Corporation, employees with disabilities are empowered to work in accordance with their individual strengths, performing office maintenance and administrative support, working

with development engineers on the Alpha mirrorless single-lens reflex camera and supporting core image processing development. At Sony/Taiyo Corporation, people with visual impairments are involved in Xperia development, working to create features that are easy for people with visual impairments to use, like customizing screen reading options or double-tapping to take a photo. These employees have wisdom and ingenuity that make them uniquely suited to this work. Bringing together employees of varying backgrounds and experiences generates new perspectives and ideas that allow us to provide products and services catered to a wider range of customers. Every response through these operations is leveraged in the employment of people with disabilities at each group company. Guidance is provided to prepare suitable work environments and raise employee awareness so that everyone can flourish at work, wherever they are, and to increase workplace knowledge about disability employment and expand job opportunities in individual companies. Amongst other steps, Sony prepared group-wide guidelines on reasonable workplace accommodations, prior to legislative changes introduced in Japan in 2016. These guidelines ensure that sufficient discussions take place with individual employees who have a disability prior to making such accommodations. Group companies outside Japan also employ people with disabilities in partnership with national and local government agencies or as allowed by local circumstances, and in some cases have received external recognition for employment of people with disabilities or have been cited as examples for other companies to follow. Sony provides opportunities for learning about special-purpose subsidiaries in Japan and approaches to employing people with disabilities, as well as avenues for companies to share expertise. By employing people with disabilities in a way that only Sony can, Sony is practicing the approach of co-founder Masaru Ibuka both locally and globally. Sony became a signatory of The Valuable 500, an initiative of the World Economic Forum that focuses on the inclusion of people with disabilities. Sony has been selected as one of the Iconic Partner, and aims to propel action by managers and companies. In addition to employing people with disabilities and giving consideration to the accessibility of products and services, Sony aims to lead the inclusion of people with disabilities throughout the global community, linking its efforts to spread the sentiments of Sony’s

founders and expand its corporate initiatives to Sony’s Purpose & Values.

Employees with disabilities accounted for 2.76% of Sony Group Corporation’s workforce as of March 31, 2024, while the average for the Sony Group in Japan (companies with over 101 employees, consolidated basis) was 2.48%, both above the 2.3% mandated by Japanese law for companies over a certain size.

* Based on the approach of Sony co-founder Masaru Ibuka that, although there are people without disabilities, no one is healthy all the time.

Key Activities to Promote Career Development of People with Disabilities

■ Japan

The Sony Group in Japan is creating inclusive workplace environments where a disability is no impediment to building a career, and is working with employees with disabilities to check building accessibility with the aim of ensuring a comfortable workplace environment for all. In addition to active recruitment efforts on an individual company level, 14 Sony Group companies participated in the annual job fair, which included company information sessions and individual interviews. This was an opportunity for job seekers to engage directly with Sony Group companies, get an overview of individual companies and the type of work they engage in, and hear details about the approach taken to supporting employees with disabilities on a group and company level. As a part of efforts for the next generation, we work with external vendors with disabilities on events for university students, especially in their first and second years, to provide opportunities for people both with and without disabilities to dream of big goals for the future.

■ United States

Sony Corporation of America works with external organizations, such as Disability:IN, which focuses on disability inclusive endeavors in business, to provide education that supports employees with disabilities. Sony Music Publishing US includes accessibility and disability awareness training in their e-learning for new hires. Sony Pictures Entertainment (SPE) partners with nonprofits such as Lime Connect to provide opportunities to aware and understand disability

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and accessibility through virtual workshops.

■ Europe

In Europe, SPE includes accessibility and disability awareness training in their e-learning for employees to further understand their DE&I efforts. Sony Music Entertainment UK is also a member of The Valuable 500, a World Economic Forum initiative focusing on inclusion of people with disabilities to encourage action from both managers and companies.

■ China

Sony China holds events through a variety of programs at 10 affiliated companies within the country to provide opportunities to consider DE&I. They also go beyond simply providing employment opportunities for people with disabilities; they promote the hiring of people with disabilities through practical courses that help university students with disabilities adapt to their future life as a working adult.

Building Safe, Authentic Workplaces for LGBTQ+ Employees

Sony globally strives to provide LGBTQ+*1 employees with working environments in which they can feel comfortable being themselves, striving to be a leader whilst acknowledging various national and regional considerations and circumstances. Sony Group introduced a Pride logo in fiscal year 2022 to express its embracing of LGBTQ+ employees and the wider community to people within the group and beyond. This logo is used on a global basis for internal and external initiatives relating to LGBTQ+ topics.

In Japan, Sony has expanded certain personnel programs*2 to encompass same-sex partners and implements an e-learning course covering LGBTQ+ topics for all employees, while also offering LGBTQ+ workshops.

Sony also supports the diversity of employees in other ways, such as enabling employees to use their preferred names at work, providing multipurpose restrooms, using gender-neutral uniforms, making it optional for job applicants to indicate their gender on applications, and providing private toilet and shower facilities in each room at corporate dormitories.

In addition, Sony organizes internal and external events designed to raise awareness on working environments that are comfortable for everyone.

In recent years, Sony has also been focusing on the impact that the presence of allies*3 who understand LGBTQ+ topics and offer active support has on the psychological safety and willingness to work of LGBTQ+ employees. It is making efforts to increase the numbers and visibility of such allies in its workforce, and these allies have also planned and attended events since fiscal year 2022.

*1 LGBTQ+ is an acronym for lesbian, gay, bisexual, transgender, queer or questioning, and others. The expression is broadly used to refer to persons who do not identify as straight (heterosexual) or cisgender (identifying with the gender assigned at birth).

*2 Personnel programs that have been extended to same-sex partners include monetary gifts and leave for bereavement, rent subsidies, and participation in employee family events.

*3 Ally: A person that understands the issues facing the LGBTQ+ community and acts in support of it. In English, "ally" means a person who cooperates or helps – a supporter.



Pride logo

LGBTQ+ Initiatives by the Sony Group Around the World

■ Japan

In order to gradually increase employee understanding, we expanded our e-learning courses to include online panels about LGBTQ+ issues for people inside and outside the group. The event provided an opportunity for employees in Japan to learn about these issues while also communicating the need to address these issues outside the company as well. In response to the needs of Sony Group companies in Japan, study sessions were held for employees in Human Resources, Public Relations and other departments more likely to interact with members of the LGBTQ+ community. A handbook on basic LGBTQ+ information was made and shared via the intranet for employee reference. To further instill understanding, Sony Group Japan took part in Tokyo Rainbow Pride (TRP) 2024. At the event, we set up a booth showcasing group technology and IP. The booth was run by allies, and welcomed a large number of guests. About 150 people joined the parade, including executives, employees, their partners and families. Sony sponsors and participates in the Diversity Career Forum, an event organized by the NPO ReBit. Through the forum, Sony shares its LGBTQ+ and diversity initiatives with the public. 19 Sony Group companies in Japan received a Gold rating in the PRIDE Index from LGBTQ+ rights organization, work with Pride, in recognition of internal and external efforts to promote understanding of LGBTQ+ topics.

■ United States

In the United States, Sony Corporation of America and Sony Interactive Entertainment reviewed their healthcare plans to align with updated standards set by the World Professional Association for Transgender Health (WPATH). Sony Music Entertainment installed gender-neutral restrooms at group company locations, with further installation

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planned for locations under renovation. Employee group OutLoud also took part in the Nashville Pride Parade. In 2023, Sony Pictures Entertainment (SPE) was once again a Gold Sponsor of the GLAAD Media Awards, held by the LGBTQ+ media advocacy organization GLAAD. Employee group Out Culver City @ Sony Pictures also took part in the Los Angeles Pride Parade.

■ Europe

In the UK, SPE supported employee group OUT EMEA @ Sony Pictures, joining Pride in London and hosting screenings of Philadelphia, a film that looks at AIDS and stigma of the gay community, in Spain. The screen featured a journalist-led discussion of the film.

Sony Europe supports the LGBTQ+ community and promotes inclusivity by participating in and sponsoring several Pride parade events across Europe including Christopher Street Day Parade in Berlin, LundaPride in Sweden, and Pride Cymru in Cardiff Wales.

Creating a Workplace and Culture for Diverse Employees, Regardless of Nationality or Region

To better support employees of all nationalities and languages, the Sony Group in Japan follows up on employees after hiring and assists employees in their networking and career development. To facilitate English communication among employees from around the world, intranet content and systems for personnel and accounting are offered in both English and Japanese. Furthermore, in collaboration with the project members of DIVI@Sony (Diversity Initiative for Value Innovation at Sony), Sony Group companies in Japan have conducted surveys and interviews with non-Japanese employees. Using these results, those companies have identified issues faced by these employees and are working on devising and implementing necessary measures. Specifically, Sony provides opportunities for non-Japanese employees to explore their own career development and gain insights. This includes Sony Happy Hour, a regular networking event for non-Japanese employees, cross-cultural communication events, and talks on diversity by globally known outside speakers. Sony also implements ongoing initiatives to foster a culture that respects diversity, including the creation of online training content demonstrating basic approaches for working together with employees from different

cultural backgrounds. As of March 31, 2024, approximately 900 non-Japanese nationals work for the Sony Group in Japan across a variety of fields.

Additionally, many multinational employees work outside Japan for group companies. Sony Electronics in the U.S. hosted nearly 100 employee engagement events in fiscal year 2023 aimed at celebrating diverse cultures and fostering a sense of belonging among the team. With such initiatives and internal DE&I surveys, we aim to create a workplace where employees of various backgrounds thrive.

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Attracting and Acquiring Diverse Talent

Diverse talent who share our Purpose & Values and are committed to taking on challenges and continuing to grow are essential to a thriving Sony. Group companies across the globe employ strategic recruitment strategies to acquire skilled talent by hiring talent with expertise beyond the scope of the company who bring in new perspectives and hiring people who are proactively interested in the position, thus creating a cycle of positive growth for Sony and its employees. Opportunities to take on new challenges attract diverse talent who are the core of our value creation.

Attracting Diverse Talent

Sony develops, designs, sells and markets products, services and content in many different countries and regions around the world, and promotes the localization of these operations by securing talent that can meet the specific needs of each market through its global network of R&D bases. Our recruitment is based on our stance on DE&I, with measures in place to ensure employment opportunities are available regardless of an individual's background or circumstances. In terms of diversity of knowledge and experience, Sony promotes emergence within the organization through activities that foster increased awareness and learning from new perspectives, including appointing people with extensive experience outside Sony to be responsible for core individual business units and headquarters functions. Through this, it continues to evolve while responding swiftly to rapid changes in the business environment. Further, there is no difference in job title, evaluation or general treatment of new and mid-career hires, and opportunities for career development are provided fairly.

Realizing Diversity and Equity in Talent Acquisition

We center diversity in our recruitment activities because a dynamic mix of diverse and unique talent fosters innovation and a vibrant corporate culture. We recruit skilled talent from regions around the world, even for locations in Japan, to be more competitive on an international scale, ensure a more global perspective and acquire a greater wealth of experience. We are also involved in international academic conferences for a variety of technological fields to promote global innovation, increase opportunities for internal human resource development and improve our corporate environment. For recruitment of women, we go beyond simply offering career advice, we work to assuage further concerns or doubts they might have about joining the workforce. We provide opportunities to experience the appeal of our workplace through employee visits, roundtable discussions and networking events. We further offer information in both written and video format to ensure availability at the time and in the format most accessible to them, which is yet another way we convey our dedication to providing an environment where individuals can thrive and be respected regardless of gender or background.

Acquisition of Talent with Specialized Skills

Based on the pillars of technology and creativity, Sony is further emphasizing acquisition of talent with specialized skills in a variety of fields in order to continue creating products, content and services that fill the world with emotion.

We are particularly focused on attracting talent with cutting-edge IT and AI expertise. To this end, it is essential to communicate the ways Sony is an excellent place to work through our business, technological capabilities, initiatives and development environment. We showcase these features through direct engagement with our engineers at competitions, workshops and other events created in partnership with internal working groups, through which we are able engage with perspective talent firsthand.

"Ideathons" and entrepreneurial internships are among the initiatives we promote to acquire talent for development of our businesses, specifically, the Sony Startup Acceleration Program, new business

model development, and a wide range of design work where creativity is paramount to success.

In the United States, Sony is providing people from underrepresented communities with opportunities to learn through the production of actual films, supporting the development and acquisition of talented and creative people from diverse backgrounds.

Supporting Women in Science and Engineering Studies

In Japan, fewer women major in science and engineering. We are dedicated to ensuring gender diversity among the engineers that support our technological endeavors, so we work with educational institutions to hold seminars and workshops for junior and high school students as an initiative to develop the next generation of scientists and engineers.

By conveying the appeal of science to students who have not yet chosen a field of study, we encourage them to consider their future career path, transcending company boundaries and helping to expand the future pool of professionals working in scientific fields. We also launched SONY STEAM GIRLS EXPERIENCE in fiscal year 2024 to support young women majoring in science and engineering fields at university. The program provides scholarships of up to 1.2 million yen annually to encourage ambitious study. Recipients are also provided with the opportunity to connect with women in engineering fields inside the Sony Group. Recipients and employees also run the STEAM GIRLS Baton Program, where they promote both study and work in science and engineering with junior and high school girls. Through SONY STEAM GIRLS EXPERIENCE, we help to develop diverse talent in science and engineering, increasing interest in these fields among prospective talent while helping to eliminate unconscious bias and anxiety as these aspiring professionals choose a career path.

[🔗 SONY STEAM GIRLS EXPERIENCE \(Japanese only\)](#)

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Transcending Boundaries of Business and Geography

Cross-Business Collaboration

Sony is engaged in a broad range of businesses, and its diverse employees collaborate across them to take on new challenges in areas such as the development of products, services and content, and marketing. In fiscal year 2023, approximately 2,000 Sony Group employees transferred to other companies within the Group. This enables employees to branch out in their careers and build cross-business connections, creating new opportunities for collaboration around the Group.

Employee Activities Across Regions

As of March 31, 2024, approximately 960 employees were working outside of their home country as part of Sony's global deployment of personnel, in order to transfer technology and knowledge, and launch new businesses. Of these, approximately 150 have been transferred to group companies both inside Japan and around the world to myriad positions, and approximately half of total expatriates play key roles as management. By transcending regional boundaries, we harness expertise for a variety of endeavors, including software development employed in a range of businesses. To ensure

smoother and more efficient international transfers, Human Resources Department collaborate on the creation and regular improvement of group-wide policies and guidelines that accommodate diversity in the formats of overseas assignments.



International employees at a meeting in the Singapore Office

Diverse Career Initiatives

Autonomous Career Building

Sony has always encouraged its employees to take on new challenges, and to foster this mindset to achieve both personal and company growth.

Back in 1966, Sony became the first Japanese company to launch an internal job posting program, which has now been in place for 58 years. The program provides an avenue for employees to explore career opportunities while serving to optimize the assignment of personnel and strengthen key parts of Sony's business. To date, more than 8,000 employees have moved to new positions via the program, which has become essential to Sony's personnel strategy of developing employees who are eager to take on new challenges. In fiscal year 2015, Sony introduced Career Plus, a program that enables employees to remain in their current positions while also being involved in other jobs and projects posted by the company by holding concurrent or secondary positions. The program enables personnel to demonstrate their expertise and knowledge in various areas.

Moreover, in order to ensure that career development is focused on the individual, Sony has greatly expanded its existing open recruitment system, adding new programs to it. These include a free agent program that gives talented employees the ability to declare their availability to Sony Group companies, which provides them with greater opportunities to branch out and pursue job opportunities in new fields, and Sony CAREER LINK, a program in which employees who register a profile can be contacted by a specific workplace or Human Resources Department when a position matching their skills and experience becomes available.

Every autumn, Sony offers employees opportunities to network and explore new avenues through its Career Month, during which it holds lectures and workshops to encourage employees to be more proactive about their career and provides career counseling. Employees also meet directly with their supervisors to discuss development plans regarding their careers and growth, and to review their skills. They receive support in autonomously shaping their career path in a way that is appropriate to their current career stage. In fiscal year 2023, Hitachi, Ltd. and Sony teamed up for a trial run of the Intercompany Side Job Project, which focuses primarily on developing R&D and new business areas. Such new options support autonomous challenges unhindered by individual company frameworks to help companies and employees grow in tandem, incorporating new perspectives and awareness while encouraging collaborative creation and the cultivation of a more inclusive corporate culture. Sony is pursuing its purpose of "fill the world with emotion, through the power of creativity and technology" by encouraging its employees to take on new challenges and supporting their career development by giving them professional experience within the Sony Group.

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Employee Challenge and Growth

Sony aims to be a place where each unique employee can grow and be challenged to the utmost, and where their growth leads to the growth of the company. Sony strives to enhance motivation and encourage personal growth for its employees through on-the-job learning, as well as through access to a variety of programs designed to enhance individual abilities and skills and tailored to local needs. As a company that does business in a variety of countries and regions, Sony recognizes the importance of cultivating future business leaders with a global perspective. Accordingly, Sony is implementing initiatives aimed at fostering such employees and creating even more opportunities to bring their capabilities into full play.

Learning and Career

Learning and Development

Sony has systematically organized the skills required for roles, levels and job fields to better facilitate group training, e-learning and other opportunities for diverse employees to achieve their individual career goals.

Beyond mandatory training tailored to specific roles, levels and job fields, we focus on measures that encourage employee-driven learning, providing opportunities that fit the goals and needs of our employees, including partnerships with external training organizations, expansive online training and lectures.

Training platforms previously introduced at Japanese group companies continue to deliver individualized training. Specifically, this is done by recommending content based on each employee’s individual skills when they need it, and through visual representation of their learning trajectory. Sony is also working on content in collaboration with overseas group companies using a common platform. We work to

help management in creating organizations that recognize the value of diversity through interaction that creates new value. In fiscal year 2023, we expanded both the levels and content of middle management training in Japan, providing opportunities for discussion and training transcending business divisions.

We further endeavor to provide opportunities for growth at overseas locations that is tailored to individual needs and bolstering managerial skills. These opportunities cover areas of high need through regular workshops on themes of relevance to individual employees, and new content is created in collaboration with external organizations/ vendors, all with appropriate timing and location in mind. We also ensure participants obtain the latest managerial knowledge so vital to their work through writing in the form of a management newsletter, and in-person through a leadership academy program where they study leadership techniques and receive valuable feedback, leading to improvement in management capabilities company-wide. Information on training sessions conducted globally in fiscal year 2023 is shown below.

Learning and Development

Item	Japan	Outside Japan	Total
Number of programs	2,660	17,118	19,778
Number of times offered	11,647	26,954	38,601
Cumulative total participants	225,707	195,458	421,165
Cumulative total training hours	983,087	752,673	1,735,760

Career Support for Senior Employees

In today’s era of extended longevity, work and life planning are not uniform. Each individual has different needs and values, and the options available to them are also diversifying. Sony has deployed the Career Canvas Program for veteran and senior employees to encourage them to think about, design and implement their own life plans while working actively within Sony. In line with Sony’s founding philosophy of “building one’s own career,” we offer a variety of programs, including workshops on career development and financial assistance, to help employees relearn how to keep developing

themselves. These workshops are held at ages 35, 45, 50-53 and 57, with approximately 2,000 employees within the group participating in fiscal year 2023.

To further set up our older and more experienced employees for successful careers, we have started a new open recruiting program called the Senior Internship to provide experience in regional revitalization and other external efforts.



The Senior Internship

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Leadership and Future Leaders

Identifying and developing future leaders is a key element of Sony's management strategy. Sony provides opportunities for professional growth across the Sony Group by leveraging the comprehensive capabilities of its diverse businesses to ensure that it continues to nurture future leaders.

Sony University

Sony University, established in 2000, develops talent to take on top managerial roles in the group. Based on our three missions, the institution continues to spearhead educational programs essential to developing future managerial candidates and global leaders who will drive our business endeavors.

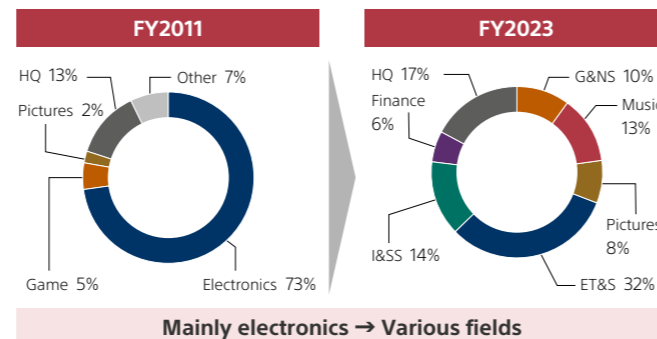
The Sony University Missions	
	Developing leaders who create management vision and strategy
	Pass down the Sony spirit
	Form personal networks for group management

Approximately 1,500 employees from businesses across Sony Group worldwide have taken part to date, bringing together a diverse group of people with different backgrounds from all over the world. Participation among women employees and entertainment business employees have both reached approximately 30%. Sony has established global and domestic Japanese programs with the aim of reflecting the needs of each business. There are three levels: Advanced Program, Elevate Program and Emerging Program. Aiming to become leaders who can drive Sony forward as a creative entertainment company with a solid foundation of technology that makes a difference to its surroundings, participants chosen from Sony Group's diverse range of businesses take part in six-month programs to cultivate and enhance their management literacy and leadership skills. By working hard together, participants form personal

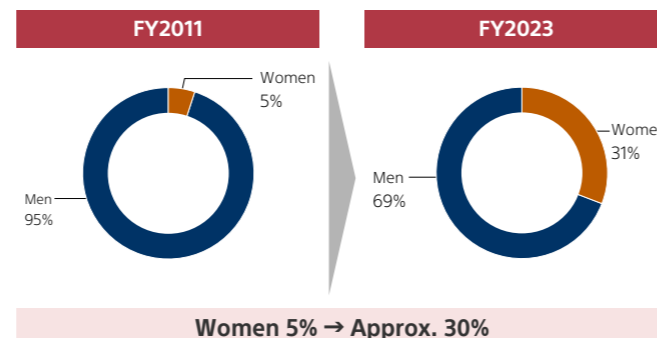
networks that transcend business and organizational boundaries, fostering collaboration and cooperation between businesses. In fiscal year 2023, a total of five programs were held in Japan and abroad. In addition to the Global Advanced Program and Global Elevate Program, the Global Emerging Program was added, each offered in partnership with internationally acclaimed institutions such as University of California, Berkeley, IESE Business School and Singularity University. Participants from Sony Group companies, businesses and other sites around the world attended lectures and engaged in group discussions among themselves and with members of the management teams from various business segments, working to improve their skills and mindsets in areas such as leadership, strategic planning and vision. All participants were divided into teams for theme-specific discussions, with findings presented to management team. In the Global Advanced Program, for example, participants interacted with multiple

executives, including Chairman/CEO Kenichiro Yoshida and President/COO/CFO Hiroki Totoki, which expanded the perspectives of participants, while also providing an opportunity for top management to learn more about promising talent within the group. Similarly, the Japan Advanced Program and Japan Elevate Program served to cultivate and strengthen the skills and mindset participants require to take on management roles while also providing an opportunity for mutual study and networking among participants from various businesses. Participants in the Japan Elevate Program proposed business concepts unique to Sony Group management. Lively discussions ensued with Chairman/CEO Kenichiro Yoshida, President/COO/CFO Hiroki Totoki and other executives, including those in charge of Sony's business segments. This helped to promote participants' learning, broaden their perspectives, and enhance motivation. In addition to the above examples, various executives and management team are involved in supporting professional development in numerous ways throughout Sony University. Moving forward, Sony Group will continue its efforts towards further development in the cultivation of future leaders.

Sony University Attendance by Business



Sony University Attendance by Gender



Final presentation for Chairman/CEO Kenichiro Yoshida



Photo with President/COO/CFO Hiroki Totoki

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Sony Cross-Mentoring Program

Sony launched the Sony Cross-Mentoring Program in 2022 with the aim of promoting mentorships across Sony Group. In addition to being an opportunity for networking, strategic connections between management teams from different businesses and the next generation of leaders enable mentees to build relationships with mentors, deepen their understanding of new fields beyond their own business area, and develop new awareness and ideas that contribute to their individual development plans.

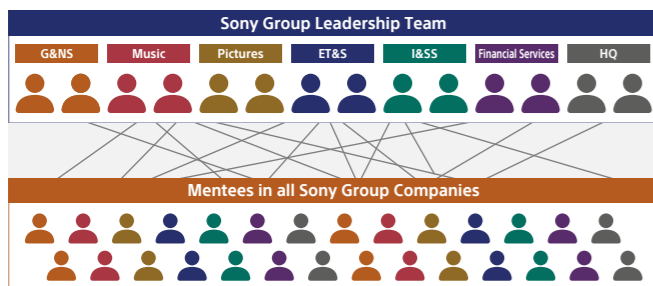
The program takes place over about six months, and mentors share their wealth of experience and knowledge through regular communication covering themes such as management skills, leadership skills, business, and careers, helping mentees to enhance their qualities and expand their horizons.

In fiscal years 2022 and 2023, a total of 22 pairs were formed across six major businesses within Sony Group. Through this program, Sony aims to pass on the wealth of experience accumulated within the group to the next generation, contributing to employees' professional development and the creation of new value.

topics. This open discussion led to inspiration and lessons regarding potential future developments in each business and area of expertise. This also contributed to the building of connections and networks among participants.

These regular talent reviews in each business segment and lateral group-wide opportunities for wide-ranging professional growth serve to maximize knowledge of other business segments, expand personal networks and support synergies between business segments. Having a robust talent pipeline also helps Sony to formulate systematic business succession plans.

Sharing Diverse Knowledge and Experience Through the Sony Cross-Mentoring Program



Support future leader development and new value creation by connecting with senior management beyond business and regional boundaries

Roundtables with Top Management

Sony provides opportunities for direct dialogue between top management and employees working in various businesses and areas of expertise throughout Sony Group. Roundtables provided an opportunity to share individual thoughts and ideas regarding shared

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Engineering Talent

To fulfill its purpose of “fill the world with emotion, through the power of creativity and technology,” Sony must engage in innovation to win new customers. Technology underpins the value creation that drives all Sony Group businesses, so Sony constantly seeks to get even closer to people, to understand their motivations, and to pursue “technology that inspires emotion.”

Using Field-Specific Technology Strategy Committees to Achieve Intra-Group Collaboration

Sony aims to create long-term social value, in addition to generating sustainable, strong revenues. In order to create sustainable value and continue growing, Sony must leverage the diversity of its businesses and employees to further evolve. Lively interaction among employees from different backgrounds who hold diverse values leads to their own continual growth and ultimately drives the growth of Sony. Technology Strategy Committee is given the role of sharing knowledge from various fields across organizations, systematically advancing the technologies, and promoting the growth of human resources. The committees are highly significant in Sony’s efforts to create sustainable value and secure ongoing growth. Sony formed field-specific technology strategy committees in fiscal year 2015, and they involve approximately 1,700 employees both in Japan and abroad.

Field-Specific Technology Strategy Committees

G&NS	Music	Pictures	ET&S	I&SS	Financial Services



A technology strategy committee is established for each field. Each one consists of specialists who are selected from across Sony Group companies. These committees work to achieve technical innovation and roll out organization-specific technologies across the group. Technology is developed by people, so technology strategy committees implement related human resource measures. Sony offers talent development programs such as core technology training courses as well as personnel recruitment; this approach accounts for the special features of different technologies, and transcends the boundaries between different Sony Group companies.

Technology Training Courses

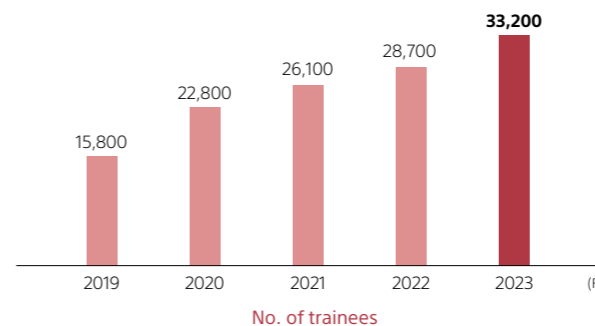
Measures to develop technical skills, mainly for engineers, are implemented group-wide, with initiatives for specific technical skills spearheaded by the relevant company or business. Core technology training is conducted across the group, ensuring employees obtain cross-organizational skills and knowledge. Approximately 450 Sony engineers with frontline expertise in key technological fields serve as instructors, developing curricula and textbooks and contributing to the enhancement of technical skills of group employees. These courses, which serve as the foundation for gaining further technical skills, have been in continuous development since the 1980s. Employees with a high level of expertise in a specific technical field serve as leaders who plan courses with selected themes that are in demand based on the latest conditions in specific fields and Sony goals. The courses are used by employees to expand their knowledge of specialized subjects, brush up on their knowledge for application in other areas, or re-learn subjects. In fiscal year 2023, new courses were established through partnership with the Technology Strategy Committee to promote the use of content that improves skill in every role, from data analysis to cloud computing. Fourteen technical courses in approximately 400 subjects were offered to a total of 20,600 participants, most of whom were from group companies in Japan.

Basic technology training courses are offered as a part of our basic curriculum group-wide, based on the guidance of internal experts. In fiscal year 2023, a total of 33,200 employees participated in our core and basic technology training courses. These courses are

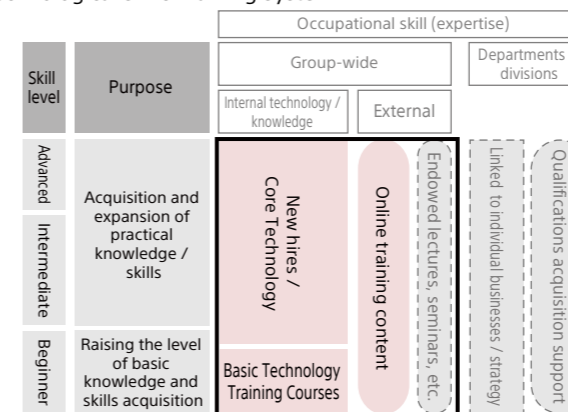
fundamental to the improvement of technical capabilities within Sony Group and will continue to be provided as opportunities for professional development.

Such opportunities are provided in a variety of formats, including online through our content platform, through endowed courses, lectures and training sessions run by external experts and open houses, all to ensure the ideal environment for growth.

Core and Basic Technology Course Enrollment



Technological Skills Training System



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Sony Outstanding Engineer Award

Created to further inspire engineers to take on new challenges, the Sony Outstanding Engineer Award is the highest form of individual recognition for group engineers, both in Japan and abroad. In order to develop products and services that appeal to customers' sensibilities, there is a wide range of technologies that Sony will have to work on. In addition to elemental technologies, there is also a need to integrate creative new technologies, and to optimize complex systems. Intended to increase the motivation of engineers, such awards have encouraged employees to be proactive in addressing challenges and have also promoted a corporate culture that emphasizes value creation.



Corporate Distinguished Engineer Program

Based on Sony's Purpose, the Corporate Distinguished Engineer program is designed to accelerate formulation and implementation of technology strategies that support sustainable growth and the development of talent. The term Distinguished Engineer (DE) designates those engineers group-wide, both in Japan and abroad, who possess outstanding expertise and technical knowledge in key technological fields and are capable of carrying out the DE mission, shown below. The program highlights the important role that the DEs play as "the faces of Sony technology" who take the lead in formulating technology strategies and supporting talent development. Publicizing this program within the company and in society at large demonstrates this awareness and legacy at a group-wide level.

■ The Distinguished Engineer's Mission

The DE is to formulate and execute technology strategies while identifying signals of change, and support the development of talent in order to ensure Sony's sustainable growth. The DE:

- Formulates the technological strategies that underpin Sony's corporate strategy beyond the existing frameworks
- Supports the execution of corporate strategies through technology by building global networks and identifying signs of change
- Discovers engineers with high potential and supports their development



Sony Technology Exchange Fair

The annual Sony Technology Exchange Fair (STEF) provides an opportunity for Sony Group engineers to present their R&D work to colleagues and create new value by sharing information and ideas among a diverse range of employees in Japan and overseas. This annual event has served as a launchpad for numerous research and development projects since it was first organized in 1973. Fiscal year 2023 marked the 51st time the event was held, with over 20,000 people from Sony Group companies in Japan and overseas attending exhibitions online and in person. The event sparked discussion across the group, showcasing cutting-edge technology by engineers from a variety of segments, while also featuring conferences and seminars from internal and external lecturers, a panel discussion chaired by a DE, and technology exhibitions about bottom-up initiatives led by recipients of the Sony Innovation Fund. Sony is a creative entertainment company with a solid foundation of technology, and STEF is a key corporate event that brings employees together to spark innovation throughout the Sony Group. STEF is intended to generate technologies that inspire emotion.



Incentive Remuneration for Inventions

Sony rewards employees for their inventions by ensuring that they receive fair and suitable incentive remuneration as stipulated under the Patent Act. The remuneration serves as an incentive to realize inventions and increase patent quality to strengthen Sony's business.

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Main Initiatives to Train Employees and Develop Skills Worldwide in Sony Group Companies

■ Music

Many of music group companies are engaged in a variety of initiatives as they work to develop our human resources on a global scale in the music field. They employ job rotation across companies to strengthen connection between fields in order to develop talent with comprehensive skills and create new business opportunities. Sony Music Entertainment, in particular, provides training for management with high potential. In the U.S., job rotation programs are underway for global finance and data & analysis.

Sony Music Publishing is engaged in the Women's Leadership Program, Global Data Literacy Academy and other development and training programs.

Sony Music Entertainment (Japan) Inc. (SMEJ) has implemented a system where employees can have an interview with the head of the department they want to be transferred to, as well as an international exchange program for employees at global Sony offices and SMEJ.

■ Pictures

Sony Pictures Entertainment (SPE) works to improve employees' skills, in terms of general specialist ability as well as both leadership and technical skills specifically. SPE further works to foster connections between employees and help them share information through networking events at their headquarters in Culver City, U.S. Employees across levels participate in the company's top talent management development programs, providing them with opportunities to experience SPE's specific business strategy and culture as they are readied for futures in leadership. One such program is the Leadership Academy in Culver City. Here both U.S. and Canada-based employees learn about topics such as inclusive leadership, communication and delegation.

■ Game & Network Services

Sony Interactive Entertainment (SIE) engaged in initiatives to improve internal communication and develop managers in fiscal year 2023. A Global Internal Talk was held to promote world-wide, cross-

business communication.

SIE focused particularly on leadership development. For example, as a part of SIE's People Leader Lab series for talent development, the company held the Leading People program, taking through the managerial levels on the key themes related to management and leadership. In addition, in Leading Teams, meanwhile, directors explored what it means to hold a directorship at SIE and how to lead other leaders, with special focus on developing those who will be future leaders of the company. Other initiatives include the monthly Manager Quests newsletter, which provides critical information to those working in management.

■ Entertainment, Technology & Services

Sony Corporation aims to increase its corporate value through a two-pronged management style that balances profit stability with accelerated growth. Within this process, they are also working to strengthen human resource development. To this end, their greatest strength lies in the diversity of their employees, so they work to maximize their unique abilities.

Ongoing programs at all levels are available to everyone from candidates for the next generation of management to key talent still in their late 20s. This ensures the company is constantly working to develop leaders who encourage differing views while also focusing on supplying a variety of communication opportunities and encouraging new challenges that drive a better corporate culture including open and transparent communication, respect for differing views and challenging ourselves without fear of failing. Initiatives also include efforts toward training and promoting women in management. They comprehensively identified and created visual guidance to help find candidates. The company then thoroughly discuss training on an individual basis, while further engaging in one-on-one interviews between selected leadership-class women and senior management, as well as providing opportunities to engage in leadership programs. They also proactively promote measures to strengthen specialized technology skills, particularly for AI and the cloud, supporting our employees in efforts to obtain relevant qualifications, which further helps them develop the talent to lead, transform and drive the future of Sony.

■ Imaging & Sensing Solutions

In Imaging & Sensing Solutions, they restructured their human resource development system, setting six key themes intended to strengthen integrated operation of the Sony Semiconductor Solutions (SSS) Group. This talent management structure was deployed at Sony Semiconductor Manufacturing (SCK) in fiscal year 2023, creating a platform shared across the SSS Group. Adding to three middle-management training courses launched in fiscal year 2022, they proactively introduced a variety of new initiatives to further expand training horizontally in SCK. This included training with a focus on team building, where they created a collection of case studies that looked at daily challenges and how to address them.

At SSS, they implemented measures to support autonomous career growth, launching a career curation website to answer even basic questions, such as "What is a career?," and shared these videos with all employees.

■ Financial Services

The Sony Financial Group (SFG) is working to achieve sustainable growth within a rapidly changing business environment that includes both demographic changes and rapid technological innovation. In response to these issues, the group has positioned human resource management as a priority issue.

In order to support employee growth and career development for the over 12,000 people working in our various business categories such as life insurance, non-life insurance, banking, and nursing care, they implemented an education system that takes a medium to long-term view, preparing mandatory training according to job and rank, while also providing optional training to promote skill and self-development. In fiscal year 2022, they established an open recruitment system across SFG business segments.

Our SFG2030! training program was launched SFG group-wide to cultivate the managerial talent who will lead SFG to a future that transcends business and function. In fiscal 2023, they began expanding the target demographic for the system to further strengthen human resource development across the group. They also began cross-mentorship in the same year to support the talent that will be our future leaders. In this program executives from various businesses in SFG served as mentors to develop talent individually.

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Creating an Environment where Individuality is Maximized

Sony believes that employee engagement is the culmination of wide-ranging measures to support employees' growth. Sony implements diverse structural, environmental, and cultural initiatives to ensure an inclusive environment that is easy to work in so that each unique employee can constantly challenge themselves to create value.

Organizational Culture and Communication

Communication

Sony values employee communication. Embracing a corporate culture that promotes the spirit of freedom and open-mindedness passed down since its founding, Sony fosters diverse forms of communication both within workplaces and across organizational boundaries that leads to the creation of value.

Communication Between Top Management and Employees

Sony treats communication between top management, including the CEO, and employees as a priority. Quarterly meetings are held for our 110,000 group employees worldwide, providing an opportunity for top management to share their vision and speak with employees directly. Additionally, regular updates on progress made in the Group's businesses is provided through in-house websites, and communications are exchanged via e-mail and other media. Sony also works to create many other opportunities for direct dialogue between top management and employees. For example, Sony management holds regular informal gatherings and town hall

meetings with employees, which cover a wide variety of themes, from technology to management. By sharing opinions from both perspectives, not only do employees gain a closer affinity with management, but the views of employees can also be used to enhance the quality of management.

Employee Engagement Surveys

Sony implements a single employee engagement survey across all of its businesses worldwide to collect information that is used to increase the engagement of each employee and energize the organizations. The work environment continues to change, and our employees become more and more diverse, so we revised our engagement metrics to better understand whether our employees feel included in the Sony Group, and whether they feel their work is rewarding. The survey gathers information on key factors that is analyzed from a variety of perspectives, and is then used to identify key factors for further improvement and action.

Results indicated that many employees felt they could be their true selves, an increasing number indicated that the environment was favorable for producing results, and the engagement index remained favorable since last year. These results are used as the basis for detailed analyses of each organization and senior management discussions on effective action. The improvement initiatives are also shared with employees via the corporate intranet and general meetings, with periodic review of results to monitor progress. Survey results and comments received are harnessed by managers at each organization to address specific issues and facilitate discussions with employees on improvements that can be made. Sony makes the most of these employee surveys to shed light on employee engagement and promptly incorporates results into ongoing discussion and action at every organizational layer.

Employee Engagement Survey Results

	2022	2023
Survey Response Rate	93%	93%
Employee Engagement Index*	90%	90%

* Percentage of employees who did not give an unfavorable response to four questions regarding employee engagement

* Some of the four questions in the employee engagement index were replaced, so the 2022 index is also listed in the same group of questions.

Communication Among Employees

Free and open corporate culture allows communication between employees both inside and outside the workplace. To promote communication, Sony Group companies in the picture business and the entertainment, technology & services business operating in North America, Europe, and the Asia-Pacific region have adopted a system that allows employees to recognize and give accolades to peers for their contributions.

Sony employees are voluntarily creating various communities across business and organizational boundaries, which serve as platforms for information exchange, learning, and idea creation. Sony Corporation is utilizing We Project, a bottom-up initiative designed to ferment corporate culture, to hold opinion polls about corporate culture and build communities through the in-house social media. Sony actively supports these communities by providing venues and platforms, and asking management to be involved in planning various activities.

Labor Unions

Sony maintains excellent labor-management relations. Approximately 8% of the overall workforce (at consolidated sites) is unionized.

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Work-Life Balance and Well-Being

Sony believes that strong revenues are sustained by providing a worker-friendly environment where all employees can perform to their full potential. Under this vision, Sony considers employee health and work-life balance as essential to creating innovation and sustaining strong revenues as a company. Sony offers flexible working provisions and work conditions for employees to realize this work-life balance, while adhering to the customs and laws in countries and regions where it does business.

Each employee of the Sony Group plays a part in the sustainable growth of the company. As part of its commitment to DE&I, Sony has an important responsibility to create inclusive workplaces with attractive working conditions, and to encourage ways of working that enable employees to make the most of their talents while balancing their work responsibilities with events in their personal lives, including parenting, nursing care, and medical treatment. Sony recognizes the need to accommodate diverse ways of working to secure the health and motivation of employees.

Based on this approach, Sony has employed a flex-time system and a discretionary working system in Japan since the early 1990s, which enable employees to have versatile work options. Group companies in Japan began implementing a work style reform project in 2017, working to ensure employee awareness of existing systems put in place to avoid overtime and promote taking annual paid leave. Through this project we foster a work environment that is both physically and mentally supportive of our employees. In addition, as telework has become more established during COVID-19 pandemic, efforts such as improving the efficiency of individual work and the use of online tools enabled Sony Group Corporation to reduce its average monthly overtime hours to 24.1 hours in fiscal 2023, a third consecutive decrease. Last year, Sony Group Corporation employees used an average of 15.8 days of paid leave, and employees of the Sony Group in Japan used an average of 14.6 days surpassing the average usage of 12.0 days among corporations based in Japan.

Flexible Work Options for Diverse Lifestyles

The Sony Group in Japan offers human resource programs that enable employees to make the most of their talents within their preferred lifestyles.

Sony Group Corporation and certain Sony group companies have a flexible career leave program, which has been in place since 2015 and is designed to open up a wider range of career paths. It enables employees to take up to five years off to pursue studies or work on upgrading their language or communication skills, or to accompany a spouse who has been assigned abroad or embarks on international studies, or to take up to two years off to pursue studies at their own expense to further develop their expertise.

The company has a flexible work policy, which broadened the scope of its former telework policy in 2018 by making all employees eligible and expanding the number of telecommuting days available to employees. As a special COVID-19 measure, the maximum limit on full telecommuting days that employees can take under the flexible work policy has been eliminated, and since June 2020 the core hours that were part of the flextime policy have been abolished. These changes were made to prioritize the health and safety of employees by mitigating the risk of COVID-19 transmission and creating an environment that allows for more flexible and efficient work styles. While the special measures were institutionalized in October 2022, even under these circumstances, Sony's efforts to expand programs to provide employees with flexible and efficient work options remain unchanged, with the aims of enhancing the business efficiency of its organizations, fostering an organizational culture that generates ideas, and increasing the productivity and output of each employee.

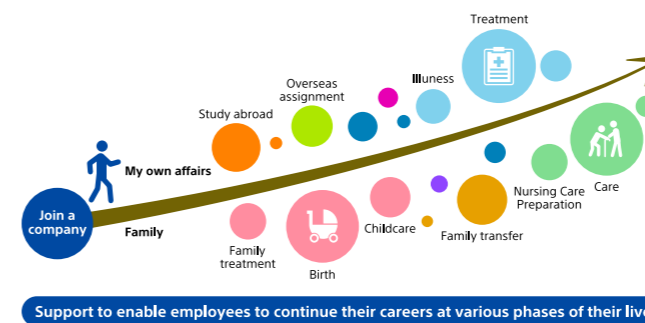
Supporting Employees Balancing Work with Child Care, Nursing Care, and/or Medical Treatment

The Sony Group in Japan promotes the Symphony Plan, a system to support the work-life balance of employees that is focused on the three areas of child care, nursing care, and medical treatment. The plan is designed to help Sony employees achieve work-life balance by creating an environment in which they can make the most of their skills at all stages of their career and throughout the various events in

their lives. Under the Symphony Plan, the Sony Group in Japan has various support programs including childcare paid leave (up to 20 days), which can be used in conjunction with childcare leave and maternity or paternity leave, a childcare and nursing care leave grant, which enables employees to take leave without having to worry about finances, and "life vacations" and "accumulated leave," which can be used for the purposes of childcare, fertility treatment, nursing care, and cancer treatment. These programs are widely used by employees.

For employees who have childcare or nursing care responsibilities or who are receiving fertility or cancer treatment, Sony provides support by offering the option of reduced working hours.

Since fiscal year 2017, the Career Plus Leave program has been supporting career development while employees take parenting or nursing leave by enabling employees to keep doing some work from home and also by subsidizing development programs such as language courses. The program provides greater flexibility for employees to continue their career development.



- [Symphony Plan: Sony's Work-Life Balance Support System](#)
- [Diversity Step by Step: Certifications and Awards \(Japanese only\)](#)

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Major Work-Life Balance Policies (Sony Group Corporation)

- All employees eligible to work from home, a satellite office or elsewhere remotely
- Use of paid annual leave by all employees
- Life vacations (leave covering the time required for hospital appointments)
- Accumulated leave
- Support for continued career development by employees during childcare leave, nursing care leave or flexible career leave to accompany a spouse (subsidies for education expenses while on leave)

Childcare

- Childcare leave (up until April 15 of the year following the date on which the child reaches 1 year of age)
- Maternity and paternity leave (4 weeks in total, up until 8 weeks after childbirth)
- Childcare leave grant (50,000 yen/month during the period of childcare leave)
- Reduced working hours for childcare (until the end of March of sixth grade of elementary school)
- Parental leave (provides for 20 days' paid leave)
- Babysitter/childcare subsidy (until end of March of third grade of elementary school)

Care

- Care leave (for one year, to care for a specific family member)
- Care leave grant (50% of standard monthly remuneration, up to 200,000 yen per month, during the period of care leave)
- Reduced working hours to provide care (for a specific family member and specific reason, until that reason no longer applies)

Treatment

- Fertility treatment scheme (up to one year's leave, reduced working hours, funding)
- Scheme for designated medical treatment (cancer treatment) (reduced working hours)

Promoting Work-Life Balance

In addition to establishing programs that promote work-life balance, the Sony Group in Japan strives to create a corporate culture in which employees seeking to balance the demands of childcare (or nursing care) and work can build a career that suits them. We hold the Work-Life Balance Strategies for Modern Parenting seminar to encourage employees to consider how they manage work and childcare from a variety of perspectives, updating the concept of childcare in terms of taking leave, as well as considerations for the parent's partner, boss and coworkers. We further want to encourage male employees to take childcare leave, so we hold the Childcare Experience Workshop. Here, a guest instructor helps replicate the physical changes women experience during pregnancy and prepares male employees for care of a newborn by using a robot that imitates a child's movement. We also distributed the Fathers on Childcare Leave video series, which features interviews with male employees about their personal experiences when taking leave, and also launched the Dad Community network in which male employees can volunteer to participate. As of the end of fiscal year 2023, the ratio of male employees taking childcare leave at Sony Group Corporation was 76%, demonstrating both rising awareness among male employees themselves and greater understanding among their managers and colleagues. In addition to enabling male employees to take childcare leave, Sony will continue to support their ongoing participation in childcare and promote the medium- and long-term career development of all employees, regardless of gender. Starting in 2018, Sony established a partnership with a daycare provider to assist employees of Sony group companies in Japan who find it difficult to secure daycare for their children and return to work. This enables the use of corporate-led daycare facilities* throughout Japan and facilitates greater choice. To meet the needs of the growing number of family caregivers, Sony also conducted seminars and lectures on strategies for balancing nursing and work, while providing essential information about nursing through initiatives such as training programs promoting understanding of this issue among the caregivers themselves as well as their colleagues and managers. We are also a part of the Excellent Care Company Club, a cross-industry research group that addresses the issue of balancing work and care, and are discussing measures with participating

companies in order to resolve the issues presented by a rapidly aging society. Through these initiatives, Sony provides various types of support to meet each individual's needs, helping employees to continue developing their careers while balancing it with parenting and nursing.

* Under amendments to Japan's Child and Child Care Support Act, which came into effect in April 2016, the Cabinet Office of Japan introduced provisions to allow for corporate-led daycare facilities in an effort to enable parents to work by addressing shortages of places and long waiting lists for daycare facilities. The provisions enable corporations to organize the establishment and operation of daycare facilities



The Childcare Experience Workshop replicates the physical changes experienced during pregnancy

Main Work-Life Balance Initiatives at Sony Group Locations Around the World

■ Japan

In Japan, Sony is building a corporate culture in which employees can continue to build their careers throughout the events in their lives. This is supported by domestic initiatives such as the Symphony Plan (a system to support employee work-life balance), childcare seminars and social events, distribution of interviews with men at Sony who have taken parental leave, partnership with daycare providers, seminars and training for nursing care, regularly held community meetings run by employee volunteers and provision of financial planning consultations. We are further adopting measures tailored to individual group companies. These include broadly implemented management training that incorporates content geared toward newly

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appointed managers to help promote consideration and understanding of work-life balance, particularly in regard to the childcare, nursing care and medical treatment needs of their colleagues and employees.

■ United States

Sony Corporation of America holds an annual health fair and educational forum, as well as training on work-life balance and stress management. Sony Music Entertainment expanded support through medical plans and long-term care insurance, while Sony Pictures Entertainment promoted work-life balance for both employees and their families by providing referrals for babysitters, pet sitters, tutors and housekeepers. The company also runs a program to support employees with children with learning disabilities. SPE's efforts also include virtual events on themes including estate planning, mental health and caregiver support.

■ Europe

In Europe, Sony Music Publishing offers webinars and consultations with financial advisors to help employees better manage their finances and achieve future security. They also run workshops run by stress management specialists. The company further provides an annual health stipend to cover costs such as gym memberships and educational pursuits.

Workplace

Sony creates appealing workplaces that foster Sony's corporate culture and make it possible for people to have diverse work styles, while encouraging employees to take on new challenges and pursuing greater employee engagement.

Fostering Sony's Corporate Culture

Sony strives to create appealing workplaces that foster a corporate culture that will lead the company into the future. At its Sony City headquarters, Sony's corporate culture is enhanced via a range of "Sony experiences," such as events involving employee collaboration that transcends business boundaries. Sony has created a history wall outlining its corporate history, with quotes from the founders and a lounge in the ground floor entrance hall of the headquarters building to communicate Sony's principles and corporate culture. Sony Group companies are also creating workplaces with their own unique identities.



Entrance hall of Sony City

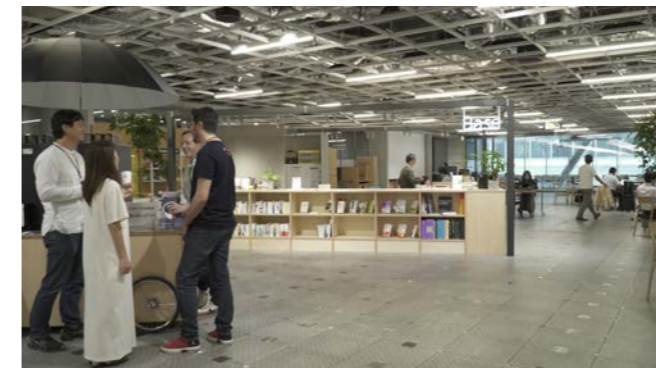
PORT: Growth Through Diversity

Sony recognizes the importance of supporting diversity to create new value and fostering a culture where our diverse businesses and the employees who drive them continue to learn from each other and grow. With PORT, we aim to stimulate an individual's aspirations to

create the future of Sony through combinations that spark exciting reactions and spur growth. PORT is a place where employees of various backgrounds can organically interact across business and geographic boundaries.

It embodies this concept through a large number of spontaneous employee-led lectures, study sessions, workshops, and brainstorming sessions. In fiscal year 2023, more than 1,600 events, mainly online, were held, bringing in more than 52,000 participants over the year. These events range from employee-led lectures to promote in-depth understanding of Sony's diverse businesses, lectures to facilitate self-reflection on career paths and technology workshops relevant across group businesses. We also provide opportunities for further growth including regular study sessions, reading groups for lectures and practicums.

Sony actively supports employees to ensure opportunities for self-driven growth. PORT is home to over 50 communities, all places to connect and share knowledge in order to further bolster community spirit, learn and encourage engagement in both work and private life. PORT Shinagawa and PORT Minato Mirai provide spaces for employees to interact both in person and online. With the support of dedicated staff and access to Sony video equipment, employees can also record and stream training sessions and learning activities, and create their own content.



PORT supports voluntary activities for employees to learn

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Encouraging Employees to Take on New Challenges

Sony endeavors to create spaces that encourage employees to take on new challenges, guided by its vision of creativity and spirit of taking on challenges. The Creative Lounge at the Sony City headquarters building, BRIDGE TERMINAL at Sony City Osaki, and Comi-chika at the Atsugi Technology Center serve as creative collaboration spaces for open communication and idea generation, supporting employees as they take on new challenges.



BRIDGE TERMINAL at Sony City Osaki

Enabling Diverse Work Styles

Wherever possible, Sony has adopted measures to boost the flexibility of its work styles and provided working environments where employees can enjoy work-life balance. As part of these measures, it has created the STATIONS satellite offices at Sony City Minato Mirai. These can be used by employees from all business segments of the Sony Group and provide an additional option to working from home or commuting to their usual work location.



Photo: ©Nacása & Partners

Activity-Based Working

Sony's offices utilize open floor plans that encourage collaboration and foster the creativity and productivity of employees. Sony embraces the concept of activity-based working to create functional workplaces that flexibly adapt to different styles of working and environments according to the work objectives and situation, enabling its diverse workforce to achieve a good work-life balance.



The Sony City Minato Mirai office, designed to create a collaborative environment

Creating Comfortable Working Environments

Following the increased establishment of working from home following measures taken during COVID-19 pandemic, Sony has seen more widespread adoption of "hybrid work," which combines home and office work. As the functions required of offices change, Sony is promoting innovations such as non-territorial offices and booths for online meetings.

Sony has also built systems aimed at providing workplaces to fit diverse work styles by accelerating employee communication and improving convenience. These systems enhance convenience through features such as enabling employees to share their attendance status and register their desk use at their workplace.

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Family Value Initiatives

We believe that deepening interest and understanding of Sony and its businesses is vital for employees, as well as their families. In Japan, some group companies provide opportunities for families to interact with the company through special events.

Family Day

Family Day is open to employees and their families. Essentially, it's a "bring your family to work day" where the families our employees hold dear can see how they actually work and meet bosses and coworkers, fostering a deeper understanding that is pivotal to both the families and the workplace. We also hold other events where employees, their families and coworkers can have fun while experiencing Sony business and technology.

School Satchel Presentation Ceremony

Sony presents school satchels and stationery sets to children of employees who are starting elementary school. We first started doing this in 1959 upon the suggestion of founder Masaru Ibuka as an expression of the company's commitment being a societal presence for good that values employees and helps nurture the next generation. At the ceremony, we celebrate the growth of our employees' children in the presence of their families, directly sharing our belief in dreaming and taking on new challenges as we present the satchel.



Senior Executive Vice President Corporate Executive Officer Ambe presenting school satchels to first graders

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Maintaining and Promoting Health

Creating a Workplace Culture of Wellness

It is essential that every employee be mentally and physically healthy if they are to perform at their best and create innovation. Sony focuses on enhancing organizational and personal well-being (health and happiness) by fostering a corporate culture that values both body and mind in order to help ensure sustained growth for both the company and employees. Sony is focused on the prevention and early detection of health problems, improving the workplace environment, and the health literacy of employees, through attentive and individualized support, education and training for management, and providing information and activities to raise awareness via a variety of channels.

As work styles change, Sony is using data from health checkups and stress checks to address issues involving employees' mental health, balancing medical treatment and work, and lifestyle diseases and is taking various steps to resolve these issues.

Promoting Mental Health

Sony implements comprehensive mental health support measures focused particularly on preventing health problems and motivating employees and organizations.

A health management survey of approximately 40,000 people (employees resident in Japan) from 46 group companies showed that employees with fewer stress responses such as fatigue and anxiety tend to display higher levels of work engagement. Support for individual employees and organizational support are both key to a

vibrant organization. To support individual employees, Sony holds mindfulness workshops for employees to bolster the ability of individuals to manage stress. In addition to holding trial sessions for employees, Sony also plans and provides opportunities for their families to take part too. Sony also provides tips for self-care and employee care, and is enhancing autonomy and activating workplace communication to reduce anxiety and feelings of isolation. In terms of organizational support, believing in the importance of support for mid-level management in workplaces, Sony holds training and workshops focused on building connections between managers, team members, and colleagues in the workplaces to build stronger teams. As work styles become more diverse, including in terms of whether people work from home or from offices, Sony is also promoting the creation of a system that facilitates consultation and workplaces where employees can work with peace of mind knowing that they will not be isolated. Sony also holds informal gatherings where employees and management can meet with clinical psychologists and is making efforts to improve literacy with regards to changes to working styles.



Mindfulness workshops

The stress check response rate is 93%, and group analysis aimed at improving the work environment is carried out at a rate of 100%. In addition to "causes of psychological burden" such as the sense of burden from work, "buffer factors" such as support from superiors and colleagues, and "mental and physical symptoms" such as fatigue and anxiety, Sony also measures a wide range of factors related to

the vitality of individuals and organizations, including the sense of unity in the workplace and the significance of work. This is used to provide feedback to management. Review meetings are held with teams of medical professionals including industrial physicians, public health nurses, and clinical psychologists. Through this and other efforts, Sony is working to build vibrant workplaces that feel rewarding to work at. In addition, when necessary, Sony goes beyond aggregating data by workplace to also perform analysis based on attributes such as job title, age group and the work styles at each workplace, including the number of days spent at the office. Information is provided to personnel in charge and workplace managers as appropriate as a basis for discussing issues and countermeasures with medical teams. Sony is also working to ensure that positive examples are shared and disseminated from the medical team to managers of workplaces with similar characteristics.

Sony is committed to creating an organizational structure that facilitates consultation. Sony offers access to counseling with clinical psychologists, industrial physicians and public health nurses via in-person or online sessions. In addition to holding consultations in response to applications and requests from employees, medical professionals proactively approach and provide information to employees so that support can be offered from an early stage. Sony also works with outside professional organizations to implement a program under which employees returning to work after taking mental health leave receive help readjusting to the workplace via Sony's employee assistance program (EAP). Sony has a mental health support program in place to provide employees with psychological care in the event of natural disasters and other incidents.

Health Management for Employees Who Work Long Hours

Working long hours for an excessive period of time not only causes physical and mental health issues, but also reduces the job satisfaction of employees and risks the health of the organization as a whole. Sony actively works to create a better working environment in both respects. Management, the Human Resources Department, and the Occupational

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Health Department work together to improve working environments, with workplace structures that do not concentrate an excessive burden on certain employees and a focus on workplace culture in which employees feel comfortable consulting with their superiors. Sony provides education and training for management on the impact of working long hours to help them understand the health issues involved and enhance their skills of managing the work hours and health of the employees in their team. As part of comprehensive efforts to help employees stay healthy and prevent health problems, Sony employees who work long hours are seen by industrial physicians and public health nurses. The number of employees requiring this counseling has decreased for three consecutive years.

Helping Employees Receive Treatment while Working

Sony actively seeks to provide support that enables employees to strike a proper balance between cancer treatment and work, and to feel fulfilled and motivated in their work. In fiscal 2020, Sony introduced the Symphony Plan life-work support scheme. It provides professional support so that employees who continue to work while undergoing cancer treatment can choose from a variety of flexible work styles. This support includes consultations with public health nurses who act as work-life support coordinators.

Sony has also been working to raise awareness of cancer prevention, early detection, and early treatment through seminars and cancer education. In addition to introducing cervical cancer screenings for female employees under 35 in fiscal year 2021, Sony has also strengthened its stance on recommending follow-up examinations for employees who have abnormal findings during medical examinations and physical check-ups.

Women's Health

To establish dynamic working environments where women can display their abilities, it is important to address health issues that

affect women. Sony is working to increase literacy about women's health so that women can improve their own physical and mental health and reach their full potential. Sony seeks to educate and inform employees of all genders about health issues that affect women at different stages of their lives through various initiatives including online seminars led by experts. Additionally, Sony operates a support hotline for women's health issues through which industrial physicians, public health nurses, and midwives listen attentively to concerns and provide individualized advice about health issues that affect women.



Women's Health Week event

Preventing Lifestyle Diseases

Preventing lifestyle diseases caused by lack of exercise and/or sleep, irregular eating habits, and other aspects of an imbalanced lifestyle is a major challenge for corporate employees. Sony makes sure that employees undergo comprehensive medical checkups and examinations and then receive personal health advice from industrial physicians and public health nurses, as well as support for follow-up examinations at medical institutions if needed. Sony also focuses on counseling and advice dealing specifically with managing metabolic syndrome. Additionally, Sony implements various initiatives to set employees up for better lifestyle habits and increase health literacy. These initiatives take into account analysis of data on employee health issues compiled by organization, based on data from employee medical checkups. Starting in the last fiscal year, Sony has placed

particular focus on measures to tackle a lack of exercise, which has become an issue as working from home becomes more common. In addition to measures aimed at employees, such as seminars aimed at forming exercise habits and building communities to support regular exercise, Sony also provides opportunities that family members are invited to participate in, such as walking and body composition measurement events.



A body composition measurement event

Helping Employees Quit Smoking and Preventing Passive Smoking

Sony actively encourages employees to quit smoking and works to prevent second-hand smoke from affecting non-smokers. In order to eliminate unwanted second-hand smoke, Sony is moving forward with steps to eliminate cigarettes and smoking areas from working environments, and implemented a general ban on smoking inside its buildings in Japan in April 2022. Industrial physicians and public health nurses work closely with employees who are smokers to provide one-on-one counseling and support to ensure that they correctly understand the health risks to themselves and, through second-hand smoke, to those around them, and to motivate them to quit smoking. These efforts are gradually reducing the percentage of smokers in the Sony workforce. However, the increase in working from home has led to new smoking-related issues, including

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smoking and passive smoking at home. The emergence of heated tobacco products and other new methods of smoking is also an issue. In fiscal year 2022, Sony provided E-learning on preventing second-hand smoke and encouraging people to quit smoking in addition to an on-demand course to raise awareness of the risks associated with heated tobacco products.

Health Management for Employees Transferred Overseas

At present, employees of the Sony Group and their family members from Japan are stationed in 30 countries worldwide. This is why Sony has established a health management system that ensures that staff stationed overseas and their families can live and work in safety and good health. Before departing for an overseas post, in addition to receiving healthcare information, medical checkups, and vaccinations, employees are provided with information on the medical, health, hygiene conditions and medical facilities in the country where they will be stationed.

Sony is also focusing on improving the workplace environment and supporting the mental health of employees assigned to new posts through measures such as stress checks and training for management. In addition, Sony works to prevent disease and mitigate risk, with industrial physicians visiting sites and medical facilities overseas to observe actual conditions and provide the support that employees working overseas need in order to feel secure.

Infectious Disease Measures

In addition to protecting employees who are active globally from the threat of infectious diseases by bearing the cost of necessary vaccinations for employees who work in or travel on business to countries at risk and their families, Sony also provides information on safety and infectious diseases in specific countries before employees travel to their post. Sony also issues alerts regarding infectious disease in specific countries, and implements safety measures such

as restrictions on business travel under certain circumstances.

In Japan, Sony responds to instances of infectious diseases such as COVID-19, novel influenza, tuberculosis, rubella, and measles by collaborating with government bodies and taking action in line with the BCP. It also takes infectious disease prevention measures to protect employees performing certain duties, including providing infectious disease prevention training and recommending vaccinations to employees who enter medical facilities as part of their work. For men born before public rubella vaccinations were available, Sony has provided opportunities for rubella antibody test screening, including during regular health checkups.

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