Material Rationale

Since its establishment, Sony has sought to remain at the forefront of technological development, building continuously on its achievements to deliver new value for people everywhere. In these efforts, Sony recognizes the people who work at Sony to be its most important management resources. Employees are important stakeholders in Sony’s diversified, global business and are the key to its efforts to achieve sustainable growth and generate social value. Sony is committed to increasing employee engagement by making the most of the individual strength, skills, abilities, and creativity of its diverse people. Sony seeks to sustainably elevate its talent and organizational capabilities in order to raise its overall business performance.

Basic Approach

Since its founding, Sony has viewed employees not as a group, but as individuals. Sony respects the independence of each individual and their enthusiasm for taking on challenges and cherishes a corporate culture that places the company and employees on equal terms, based on the partnership of choice between Sony and each individual employee, where each party is accountable for being responsive to the needs of the other. With the recent launch of Sony’s new organizational structure, Sony’s People Philosophy—unchanged since the beginning—is now described with the phrase, “Special You, Diverse Sony.” Accordingly, Sony’s HR strategy framework is organized around the themes of “Attract talented individuals,” “Develop talented individuals,” and “Engage talented individuals.” Sony seeks to create the value that each of its diversely talented employees can create, thereby driving the Sony Group’s sustainable value creation.

System

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 HR managers from the six Sony business segments also hold regular meetings.

The Diversity Committee reports directly to the CEO about diversity, equity & inclusion, and Sony also has structures in place for employees to get consultation on a broad range of issues including human rights issues, human rights risks, work-life balance, and LGBTQ+ concerns.

Looking to the Future

With a focus on diversity, equity & inclusion, talent development, and engagement, Sony Group will continue to offer working conditions that contribute to the health and safety of employees as part of its efforts to achieve sustainable growth and generate social value. Sony will provide opportunities for employees to improve and make the most of their individual strength, 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 (formerly called telework) policy introduced
2011: Human Rights Committee changed name to Diversity Committee
2015: Flexible career leave and free agent programs introduced
2017: Work style reform project started at Sony Group companies in the electronics business in Japan
2018: PORT, a venue for developing new talent, established at Headquarters
2020: Redefined Sony’s People Philosophy and human resources strategy. Selected as one of the Iconic Companies of The Valuable 500

Employee Engagement Index

89%

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

Cumulative total of hours spent in employee training programs (worldwide)

1,472,974

Fiscal Year 2021 Results

Employees
Highlight

Some of the Main Initiatives Aligned with Sony’s HR Strategy

Attract Talented Individuals: Opening Up New Fields for Persons with Disabilities (Financial Services)
Sony Life and its special-purpose subsidiary Sony Life Business Partners (SLBP) promote inclusivity and offer environments where employees with disabilities can "be themselves" in their work.
SLBP was established by Sony Life as a special-purpose subsidiary in March 2019. Sony Life was expanding its regular workforce, and recognized the need to hire persons with disabilities and expand the fields in which they could confidently play an active role. In addition to clerical and cleaning work, it started to provide work that involved collecting used stationery to be recycled and reused. Sony Life aims to provide a place where persons with mental, developmental or intellectual disabilities can find independence and autonomy, and can contribute to society through high-quality work.

Develop Talented Individuals: Positive Influence (Music)
Positive Influence is the first talent and inclusion program to be run at Sony Music Entertainment (SME). By opening up paths into the music industry, it has continued to really change things for young people from lower socio-economic communities. Employees receive specialized coaching from the Creative Mentor Network, a charity that has partnered with SME, so that they can have a positive impact on the communities concerned, on SME, and on the creative industry as a whole. The Positive Influence program enables employees to play an active role in those communities, share their knowledge of the music industry with young people from lower socio-economic communities, and facilitate opportunities for them. Simultaneously the program has added value to Sony's internal culture by helping to support the development of its employees and create a deeper understanding amongst its workforce of the systemic issues faced by young people trying to break into the industry, encouraging them to become advocates for change and actively champion diverse talent.

Engage Talented Individuals: SIE Heroes 2021 (Game & Network Service)
SIE Heroes 2021 is a peer-to-peer recognition program that celebrates and recognizes the efforts of SIE colleagues from across the globe. The program was started in 2020, which was a challenging year for SIE with the pandemic and the launch of a new console. It was the first significant employee engagement activity since SIE moved to a global model. In 2021, there were 6,000 nominations (an 82% increase from the previous year) in four categories, Work/Project, Emotional Support, Unsung Hero, or Something Else. The leadership team is invested in this project, sending personal notes to employees who received the highest number of nominations. Nominations are displayed on an in-house website with the prior approval of the parties concerned. This program surfaces thousands of organic stories of employees demonstrating positive cultural behaviors and has helped SIE to continue fostering a culture of recognition and support.
Sony’s People Philosophy

**Special You, Diverse Sony**

This has been redefined in line with the new organizational structure established in 2021. The phrase “Special You” describes an independent individual who shapes their own career with a spirit of freedom and open-mindedness and opens up the future. “Diverse Sony” represents Sony’s culture, which values diversity and supports each employee’s individual strength, thoughts, dreams, and the challenges they are excited about. “Special You, Diverse Sony” conveys the message that each unique individual and Sony itself, which embraces the individual, can grow together, aligned by our shared Purpose.

Since its founding, Sony has respected the independence and aspirational spirit of individuals, always cherishing a corporate culture based on the partnership of choice between Sony and each individual employee, where each party is accountable for being responsive to the needs of the other. This is the essence of Sony’s Founding Prospectus, written in 1946 by co-founder Masaru Ibuka, which reads, “We shall establish an ideal factory that stresses a spirit of freedom and open-mindedness, where engineers with sincere motivation can exercise their technological skills to the highest level,” and “We shall place emphasis on a person’s ability, performance and character, so that each individual can fully exercise his or her abilities and skills.” It is also reflected in the words that fellow co-founder, Akio Morita, spoke to newly hired Sony employees: “If you regret joining Sony, quit immediately. Once you’ve decided to work for Sony, let us be responsible to each other. I’d like every one of you to think at the end of your life that you have no regret spending time at Sony.” A positive growth cycle by which the growth of diverse individuals propels Sony’s growth is possible because the company and the employees stand together on equal terms, with an overarching expectancy to mutually deliver and scale up, as Sony continues to provide employees with a range of growth opportunities so they can willingly take on their best career options.

The group-wide HR strategy is based on Sony’s People Philosophy and is organized around the themes of “Attract talented individuals,” “Develop talented individuals,” and “Engage talented individuals.”

**Attract talented individuals**: Sony approaches a broad range of talent via recruitment campaigns across the Group, attracting diverse people who identify with the Sony Purpose, embrace a challenging spirit and possess ambition to grow. Develop talented individuals: Sony provides employees with a diverse range of spaces and opportunities for autonomous learning and has systems in place that make various career challenges available to them. Engage talented individuals: Sony boosts employee engagement and creates relationships where organizations and employees help each other to develop and grow. Because each of the Sony Group’s diverse businesses requires various management styles and talent with different skills and abilities to create value, each business plans and executes a HR strategy that best suits its needs, while operating in line with the shared People Philosophy. Rather than managing each individual business, Sony Group Corporation leads and supports the evolution of each Sony business, while focusing on common themes that will drive sustainable growth for the entire group.

Employees
Diversity, Equity and Inclusion

Sony Group Diversity Statement

Sony, which develops diverse businesses globally, employs employees with diverse backgrounds. Sony leverages its diverse businesses and workforce as strengths in its business strategy. The Sony Group Diversity Statement was established in 2013 to serve as a global policy to further highlight the importance of diversity in the workplace. Sony’s People Philosophy establishes that Sony is a “place” that supports and realizes the growth of independent “individuals” and will grow together to fulfill the Sony Purpose & Values. Accordingly, Sony values the perspective of equity and strives to ensure true inclusion. Sony regards diversity, equity and inclusion as a key management concern and will continue to maximize its performance in this area.

Sony Group Diversity Statement

It is in Sony’s DNA — and a source of our innovation — to value different perspectives and backgrounds as we conduct our business activities globally and rise to new challenges. Sony promotes diversity across the Sony Group as a key management strategy by ensuring an inclusive work environment and by recruiting, hiring, training and promoting employees from diverse backgrounds.

Business and Geographies

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 the development of products, services and content, and marketing. In fiscal year 2021, a total of 3,400 Sony Group employees were transferred to other companies within the Group to enable them to branch out in their careers and build cross-business connections, and this is creating new opportunities for collaboration around the Group.

Employees Activities Across Regions

As of March 31, 2022, approximately 960 employees were transferred overseas as part of Sony’s global deployment of personnel, to transfer technology and knowledge, and launch new businesses. This includes some 80 employees dispatched from group companies outside of Japan, working in various business fields, approx. 50% of whom are in management positions. The Sony Group operates job transfer policies to efficiently facilitate international transfers. In fiscal year 2021, the global COVID-19 pandemic continued to be a major impediment to personnel transfers. In response to this, Sony took a flexible approach while carefully assessing the situation in line with restrictions and regulations on international entry.

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. Sony also shares government information related to the COVID-19 pandemic, such as about border controls and vaccinations, and provides comprehensive support with the practicalities of daily life.

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, their managers and colleagues. Using these results, those companies have identified issues they face 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, and implements ongoing initiatives to foster a culture that respects diversity. These initiatives include Sony Happy Hour, a regular networking event for non-Japanese employees, interviews with non-Japanese management personnel who serve as role models, cross-cultural communication events, and talks on diversity by globally known outside speakers.

* Divi@Sony stands for Diversity Initiative for Value Innovation at Sony

Talent Acquisition

Sony is developing, designing, selling and marketing products, services and content in many different countries and regions around the world, and promotes the localization of these operations by securing local talent that can meet national, regional and local needs with R&D bases globally. Sony ensures diversity, equity and inclusion in hiring and works with external organizations to promote hiring of minorities.

In Japan, Sony is strengthening the recruitment of international talent of diverse nationalities for R&D departments and Sony AI Inc. in order to drive progress on advanced technologies and businesses, while also increasing the hiring of talented university graduates and mid-career professionals from around the world.

Under its Global Internship Program, Sony welcomes talented university students from a variety of countries/regions, including Japan and other Asian countries, Europe, and North America, to offices in its major business fields. ([The entry wage at Sony Group Corporation is established at an equal level for both men and women and is set adequately higher in comparison to the legal minimum wage in each part of the country.]

Gender, Sexual Orientation, Disabilities

Promoting Greater Opportunities for Women

Sony embraces diversity and the working contributions of women, who accounted for 35% of the workforce and held 30.1% of management positions as of the end of fiscal year 2021.

Sony Group Corporation has set a target for women to hold over 20% of management positions by fiscal year 2025, and another target for 100% of employees with newborns to take child care leave (legal childcare leave of absence and/or Sony’s paid child care leave), with the men among them taking an average of more than 10 days of child care leave. Group companies in Japan set their own targets and are actively implementing initiatives to achieve those targets. Sony carries out “disclosure of information” and “disclosure of action plans” 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.”

Both in and outside Japan, Sony operates a leadership program to...
develop leadership skills and mindsets among women and support their networking, by providing opportunities for career development and assisting the professional growth of women. In March 2022, Sony invited an expert to give a lecture in celebration of International Women’s Day. The event was intended to provide a deeper understanding of global trends and to encourage the audience to take action aimed at gender equality.

Sony Group Corporation’s Action Plan for the Act on Promotion of Measures to Support the Development of the Next Generation

Sony Group Corporation’s Action Plan for the Women Empowerment Law


Shift in Ratio of Women in Management Positions in Sony Group Companies in Japan

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

<table>
<thead>
<tr>
<th>Company</th>
<th>Targets for the Ratio of Women in Management Positions by End of Fiscal Year 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sony Group Corporation</td>
<td>20%</td>
</tr>
<tr>
<td>Sony Corporation</td>
<td>7%</td>
</tr>
<tr>
<td>Sony Semiconductor Solutions Corporation</td>
<td>4.7%*</td>
</tr>
<tr>
<td>Sony Interactive Entertainment Inc.</td>
<td>15%*</td>
</tr>
<tr>
<td>Sony Music Entertainment Inc.</td>
<td>28%</td>
</tr>
<tr>
<td>Sony Financial Group</td>
<td>15%*</td>
</tr>
</tbody>
</table>

*1 Percentage calculated from the numerical target for women in management positions by the end of fiscal year 2025, prescribed according to the number at the end of fiscal year 2022.

*2 Numerical target of Sony Interactive Entertainment Inc. in Japan.

*3 Sum of the percentage of women in management positions calculated from numerical targets in action plans based on the Act on Promotion of Female Participation and Career Advancement in the Workplace, as stipulated for Sony Financial Group companies.

Management Roles Pay Ratio of Women to Men* (Sony Group Corporation)

<table>
<thead>
<tr>
<th>Item</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men-Women Ratio: Basic Salary</td>
<td>102</td>
<td>100</td>
</tr>
<tr>
<td>Men-Women Ratio: Total Remuneration</td>
<td>102</td>
<td>100</td>
</tr>
</tbody>
</table>

* Comparison of average compensation for managers excluding executives. The same pay scale is applied to men and women. Gaps are due to differences in factors such as grade distribution.

Key Activities to Promote Women’s Career Development at the Sony Group around the World

<table>
<thead>
<tr>
<th>Country</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>Celebrated International Women’s Day with a lecture by a guest speaker which was attended online by approx. 400 people. The goal of the lecture was to encourage the audience to take individual action aimed at gender equality. Feedback from top management included the comment, “We need to create a corporate culture and workplace environment where women can develop their career.” The event was a clear reminder of how mindsets are being changed.</td>
</tr>
<tr>
<td>China</td>
<td>To coincide with Diversity Week 2021, Sony China held online workshops on topics such as “how to find happiness at work and in life,” “what defines an inclusive workplace,” and “unconscious bias.” It also held an offline campaign called “Diversity Blossoms” which offered many opportunities to think about diversity, equity and inclusion.</td>
</tr>
<tr>
<td>United States</td>
<td>Sony Music Publishing held a management workshop on unconscious bias. Inclusivity is essential when managing a diverse workforce. Participants in the workshop could see how they, just like everyone else, have unconscious biases and learned how important it is to look at things from diverse angles.</td>
</tr>
</tbody>
</table>

Promoting Greater Opportunities for Individuals with Disabilities

Sony employs and supports individuals 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 individuals with disabilities to manufacture products that exceed those manufactured by individuals without disabilities.” Sony’s senior management has been seeking to build an environment in which individuals 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 enabling everyone to thrive. Sony’s senior management has

Sustainability Report 2022
Employees with disabilities accounted for 2.87% of Sony Group Corporation’s workforce as of March 31, 2022, while the average for the Sony Group in Japan (companies with over 101 employees, consolidated basis) was 2.50% as of March 31, 2022, both above the 2.3% mandated by Japanese law for companies over a certain size.

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

*2 The Valuable 500 Media Hub: An initiative to build a creative content resource with interviews and footage featuring persons with disabilities in the community.

LGBTQ+ Inclusivity
Sony globally strives to provide LGBTQ+ 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.

In Japan, Sony has expanded certain personnel programs*1 to encompass same-sex partners and implements an e-learning course for all employees that covers LGBTQ+ issues, 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 who understand LGBTQ+ issues 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 held joint events with companies in other businesses to explore this topic in fiscal year 2021.

*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.
### LGBTQ+ Initiatives by the Sony Group around the World

#### Japan
Sony organizes talks on LGBTQ+ issues for employees and the public online, making them easier to attend for employees from other business sites and staff in charge of diversity at other companies. In addition to expanding opportunities for employees of the Sony Group in Japan to learn about LGBTQ+ issues, this has made the Sony Group’s stance known to the wider public. Sony has also co-hosted events with other companies to increase the number of employees who are LGBTQ+ allies. Sony sponsored and was involved in Diversity Career Forum, an event organized by the NPO ReBit. Through the forum, Sony was able to broadly highlight its LGBTQ+ and diversity initiatives to the public. Sony received the highest Gold rating in the PRIDE Index from the volunteer organization work with Pride (wwP), in recognition of its internal and external efforts to promote understanding of LGBTQ+ issues.

#### United States
In the United States, Sony Pictures Entertainment Inc., Sony Corporation of America, Sony Interactive Entertainment Inc., and Sony Electronics all achieved the maximum score of 100% based on assessments in the Corporate Equality Index from the Human Rights Campaign Foundation, recognizing them as companies that create ideal working environments for LGBTQ+ employees. These scores reflect the level of fairness achieved within the organization toward LGBTQ+ employees, which is underpinned by rules designed to support these employees. Sony holds training on LGBTQ+ inclusion in partnership with the LGBTQ+ media advocacy organization GLAAD, and is also an official sponsor of the 33rd Annual GLAAD Media Awards, which honor media for fair, accurate, and inclusive representations of LGBTQ+ people and issues.
Talent Development

Growth via the Interaction of Highly Original Employees and the Sony Culture of Supporting a Spirit of Challenge

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 further 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 tailor 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 defined the global behaviors it wants to see among employees: “Inspire and Be Inspired,” “Stay on Point,” and “Break Through Barriers.” Sony is strengthening its systematic training to give employees the skills they need in various formats including group training and e-learning.

Management is considered to play an important role in the growth of the company and its employees. Management teams and HR in the Sony Group in Japan discuss the orientation of medium-term management training and engage in initiatives to expand horizons and gain experience in a wider range of fields. Sony is also strengthening its overall management using leadership development and coaching strategies at its overseas bases and in its businesses. In addition to mandatory training, Sony supports employee-driven development. It offers seminars, courses at outside institutions, and a growing range of online courses to fit the needs of employees, and has also expanded individualized study opportunities by opening a learning platform for group companies in Japan in 2021. Sony is creating an environment that makes employees aware of their own career path and individual growth. To be more specific, it is doing this via recommended content based on an employee database of individual skills and so on, an approach that delivers the learning an employee needs when they need it, and the visual representation of the employee’s learning trajectory. Sony is also working on content collaboration with overseas group companies via the platform. Overseas group companies also run their own initiatives, and have provided personalized learning content based on the situation of each employee. In addition, programs to acquire the skills needed to produce high-quality output in a changing work environment have been provided in Japan and overseas. For example, Sony Corporation of America runs sessions where experts talk about working successfully in a hybrid environment, and provides tools and resources to support employees in transitioning to a hybrid environment. Information on training sessions conducted in fiscal year 2021 is shown below.

Learning and Development

<table>
<thead>
<tr>
<th>Item</th>
<th>Japan</th>
<th>Outside Japan</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of programs</td>
<td>2,910</td>
<td>18,496</td>
<td>21,406</td>
</tr>
<tr>
<td>Number of times offered</td>
<td>11,159</td>
<td>35,686</td>
<td>46,845</td>
</tr>
<tr>
<td>Cumulative total</td>
<td>179,043</td>
<td>203,067</td>
<td>382,110</td>
</tr>
<tr>
<td>Career Development</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Career Development

Sony has always encouraged its employees to take on new challenges, fostering this mindset both to further the growth of its employees and its growth as a company. Back in 1946, Sony became the first Japanese company to launch an internal job posting program, which has now been in place for 56 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 7,900 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 broadly leverage their expertise and knowledge while also building up their networks within Sony. 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 in its Career Month, when 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. Sony seeks to support employees’ growth through work experience, and the New Performance Management Program used at Sony Group companies was revised in fiscal year 2016 to better reflect individual observations and foster growth. The program not only enables employees to set individual goals and track their progress, but also encourages year-round communication with their superiors by incorporating feedback on such aspects as their everyday conduct and impact on their workplace. 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.
PORT—An Ideal Venue to Develop New Talent

Sony recognizes the importance of fostering a culture and nurturing an environment in which the group’s diverse businesses and the diverse employees who drive those businesses can learn from each other and continue to grow. PORT is a place where ambitious employees who hold diverse values—people from various specialized fields and backgrounds—can organically interact across business and geographic boundaries. It embodies this concept by providing a venue for employees of the Sony Group to gather, connect, and create synergies in order to grow as individuals and nurture human resources who can navigate Sony into the future. PORT holds a large number of spontaneous employee-led lectures, study sessions, workshops, and brainstorming sessions. In fiscal year 2021, more than 1,000 events, mainly online, were held, bringing in more than 54,000 participants over the year. There is a wide range of content, including lectures by employees to explore Sony’s diverse businesses in depth, round-table discussions where employees share their work-related experiences and thoughts on their job, lectures to get people to think about their career, groups to discuss work styles in remote environments, AI-related workshops, lectures on career development, and discussions of topical books. Sony provides active support so that employees can keep these activities going. PORT supports the creation of learning communities, facilitates lateral connections amongst employees actively engaged in initiatives, and provides a venue where know-how can be shared. It directly supports more than 20 communities, and regular study group meetings are held more than 700 times a year.

A studio set up at PORT Minato Mirai to support the creation and dissemination of educational content

PORT Shinagawa and PORT Minato Mirai provide environments geared to online PORT activities. With the support of dedicated staff and access to Sony cameras and equipment, employees can record and stream training sessions and learning activities and create their own content. These efforts enable employees of the Sony Group working in different countries and regions to stay connected despite geographical limitations and continue to create voluntary learning opportunities.

Field-specific Technology Strategy Committees

Using Field-specific Technology Strategy Committees to Achieve Inter-Organizational 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 committees are 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 1,300 employees.

In today’s era of extended longevity, work and life planning are not uniform, and each individual has different needs and values. 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.

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.

The Technology

Technology is developed by people, so technology strategy committees implement related human resource measures. Sony offers talent development programs such as a key technology training course 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

At the Sony Group in Japan, approximately 300 Sony engineers with frontline expertise in key technological fields serve as instructors, developing curricula and textbooks for use in core technology training courses and contributing to the enhancement of engineer expertise. 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.

Sony develops the basic skills of its new recruits by offering them general technological training designed by its leading engineering experts, as well as specialized training programs developed by each of Sony’s business units, which are designed to familiarize the trainees with technologies specific to each business. In fiscal year 2021, 90% of all training was held online and the AI and cloud-related educational content was enhanced. As a result of these efforts, a total of 26,100 employees took part in these courses, which 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 2021, 90% of all training was held online and the AI and cloud-related educational content was enhanced. As a result of these efforts, a total of 26,100 employees took part in these courses, which 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.

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 engineers of the Sony Group. 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 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. Publishing this program within and outside the group, the DEs are in a position to attract talented new engineers and also 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.

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 network and identifying signs of change
- Discovers engineers with high potential and supports their development

The annual Sony Technology Exchange Fair (STEF) provides an opportunity for engineers of the Sony Group to present their R&D work to colleagues and create new value by sharing information and ideas among more employees. In addition to providing a space to present technologies of the Sony Group’s businesses, STEF also seeks to enhance expertise and knowledge, featuring lectures and seminars by invited speakers from inside and outside the group, panel sessions chaired by a DE, and the Open Innovation Showcase featuring exhibits by companies receiving investment from the Sony Innovation Fund. The event has served as a launchpad for numerous business applications since it was first organized in 1973. With “Kando-Creating Technology” as its theme, STEF was held as a hybrid format with a mix of online and on-site venues in fiscal year 2021. More than 15,000 Sony Group employees worldwide participated in the event. COVID-19 measures were in place at the on-site venue, and the mood of the engineers was buoyant as the exhibitors and visitors interacted in person for the first time in two years. There was a live stream from the on-site venue in Tokyo for employees around the world who could not make it in person, creating a sense of unity between all the venues. 48 online seminars were also held featuring guests and DEs who play a prominent role in their field. Sony is a creative entertainment company with a solid foundation of technology, and STEF is a key corporate event that brings employees together and creates the potential for collaborations throughout the Sony Group. STEF is intended to generate technologies that will underpin the Sony of the future.

Incentive Remuneration for Inventions

Sony rewards engineers 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. Sony Technology Exchange Fair

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Leadership and Future Leaders

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 was established in 2000 with the mission to “cultivate talent who can create and lead management visions and strategies,” to “pass on the Sony Spirit,” and to “create a human network for group management.” Under this mission, Sony University programs are designed to foster top management candidates and global leaders who will play key roles in driving the business forward.

The courses offered include a program for leading managers from different Sony organizations around the world to foster innovative thinking and polish their leadership skills. Managers from Sony group companies who show promise as potential business leaders are selected to participate in a half-year program focusing on management literacy and interpersonal skills. Lively interactions with people from different business units and organizations, and opportunities to learn from each other, give Sony University an atmosphere of friendly rivalry. The course for global general managers was extended and made more widely available in fiscal year 2021. Participants drawn from different business units and organizations, and opportunities to learn from each other, give Sony University an atmosphere of friendly rivalry.

The courses for general managers and leaders in Japan, selected from each company, give presentations on initiatives based on the theme of “getting closer to people.” Their presentations were followed by an active exchange of opinions in which the other participants also joined. In the courses for general managers and leaders in Japan, selected teams submitted suggestions to the top management about new initiatives and policies Sony should tackle. Lively interactions ensued with CEO Kenichiro Yoshida, CFO Hiroki Totoki and other executives, including those in charge of Sony’s business segments. Regular talent reviews in each business segment and lateral group-including those in charge of Sony’s business segments. Having a robust talent pipeline also helps Sony to formulate systematic business succession plans.

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

<table>
<thead>
<tr>
<th>Music</th>
<th>Sony Music Entertainment has established the Amplify program to combine talent development and business innovation. This program focuses on getting the most out of an engaged and skilled workforce by inspiring them to be real innovators and on investing in the early career pipeline as a real differentiator, covering the various elements over a period of seven months. This program has achieved real business results through experimentation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Movie</td>
<td>To support the development of top talent, Sony Pictures Entertainment Inc. facilitates four programs intended to build leadership and industry acumen at key stages in an employee’s career. The Business of Entertainment 101 program provides an overview of the entertainment business to emerging leaders to develop their business acumen. The Business of Entertainment 201 program provides a deep-dive into industry trends and research, to stimulate new ideas and deepen collaborative relationships between leaders across the company. The Coaching for Results program gives managers coaching techniques they can use on a daily basis to nurture and guide their team. In the Executive Coaching program qualified coaches assist senior leaders to improve their skills and tackle individual challenges. There is an on-demand portal that supports leaders to continue their professional growth, and effective team building tools are also provided.</td>
</tr>
<tr>
<td>Entertainment, Technology &amp; Services</td>
<td>Sony Corporation provides a wide range of learning opportunities for young employees to study proactively in diverse settings and boost their potential to flourish professionally. These opportunities include practical work in solving future organizational challenges from the perspective of a manager, and sessions on business imagination and leadership development, whose aim is for software engineers to create and drive new business. Some departments already run management training for section leaders that is based on dialog with the employees working under them, and are running a program on sustainable management methodology that brings out the initiative and creativity of diverse employees working from home. The results of employee engagement surveys and stress checks are utilized to gain an understanding of concerns and challenges so that reforms can be accelerated.</td>
</tr>
<tr>
<td>Imaging &amp; Sensing Solutions</td>
<td>As part of its strategies to nurture the next-generation of leaders, Sony Semiconductor Solutions runs a Core Personnel Training Mini MBA for management. The one-year program provides an overview of “management” and “business,” and the aim is for the participants to comprehensively examine the organization, update the role that they as leaders should play within it, and expand their horizons. After completing the course, they draft a medium-term plan that converts challenges in their own organization which came up in group discussions into solutions for the SSS Group. They present their medium-term plan to top management, which ensures that they do not simply acquire information but are also motivated to modify their behavior. In addition, to help them develop specific strategies to assist middle management, they carry out surveys of all SSS section managers (around 300 people) to gain an understanding of the true state of management affairs and identify challenges.</td>
</tr>
</tbody>
</table>
Employee Engagement

Sony implements diverse structural, environmental, and cultural initiatives, so that employees can constantly challenge themselves to create value.

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 diversity, equity and inclusion, 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. Sony’s workstyle reform project was launched at group companies in Japan in 2017. It endeavors to further raise awareness of existing initiatives such as a day for leaving work at the prescribed time 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.

Main Work-Life Balance Initiatives at Sony Group Companies around the World

| Game & Network Services (Global) | Sony offers online therapy, fitness classes, and free telemedicine services. This promotion of work-life balance also includes the Reset Friday initiative to allow all employees to concentrate on their work every Friday afternoon without being interrupted by meetings. |
| Music (Europe) | Efforts have included a talk by a psychologist on work-life balance and a psychiatrist on the effects of exercise on the brain and stress levels. |
| Movie (United States) | Sony has introduced a leave system to accommodate changes throughout the various stages of life, including leave to deal with medical treatments for employees and their families. Sony also offers health-related programs, referrals to physicians, and benefits related to employee family support. |
| Entertainment, Technology & Services (Japan) | Some Sony Group companies provide services for employees who are raising children or planning to become parents, such as private spaces for nursing mothers, emergency childcare services, and daycare facilities. Other childcare support activities include creating communities where parents can share information on education and other child-related topics. |

Flexible Work Options for Diverse Lifestyles

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

Sony Group Corporation has 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 when accompanying 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 measure to prevent the spread of COVID-19, 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. Even under these circumstances, Sony’s efforts are unchanged to expand programs to provide employees with flexible and efficient work options, 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.

Support to enable employees to continue their careers at various phases of their lives

Sony Group Corporation has 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 when accompanying 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.
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, 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 medical treatment (cancer). These programs are widely used by employees.

For employees who have childcare or nursing care responsibilities and fertility or cancer treatment, Sony provides support by offering the option of reduced working hours and allowing use of paid annual leave on an hourly basis for childcare or nursing care.

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. The program provides greater flexibility for employees to continue their career development.

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 careers. Sony conducts seminars for employees who will be taking childcare leave. At these seminars, employees gain knowledge and information that will be useful during their leave, review their career so far, and start career planning for their return. Follow-up seminars are offered to those employees after returning to work. Both seminars are also attended by the employee’s managers. Sony also conducts seminars to encourage men in the workforce to take parental leave by providing them with information on the various provisions available to them, including paid and unpaid leave, as part of the company's goal to foster environments that make it easier to balance work and childcare. The seminar enables participants to hear about the experiences of other men who have taken parental leave.

Starting in 2018, Sony established a tie-up with a daycare provider to assist employees of Sony group companies in Japan who find it difficult to secure a daycare for their children and return to work. The tie-up enables the use of corporate-led daycare facilities throughout Japan. To meet the needs of the growing number of family caregivers, Sony also conducts seminars and lectures on strategies for balancing nursing and work, while providing essential information about nursing. Through these initiatives, Sony is helping employees to continue developing their careers while balancing it with parenting and nursing.

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 in order to create value.

Communication between Top Management and Employees

Sony treats communication between top management, including the CEO, and employees as a priority. Through the corporate intranet, information is provided on progress made in the Group’s businesses, 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 Survey**

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 survey gathers and analyzes information on key factors for continuously improving employee engagement such as employees' trust in the company and attitudes about value creation, work efficiency and effectiveness, work environment, career, growth and, as of 2021, employee wellbeing indices. The survey results are used to identify areas for further improvement and effective action. Even though the survey was carried out during the prolonged global COVID-19 pandemic, the number of people who felt they had a chance of building a career in the Sony Group increased, and the engagement index remained favorable for the second year running. The survey results were used as the basis for detailed analyses of each business segment and senior management discussions on effective action. The improvement initiatives were shared with employees via the corporate intranet and general meetings, with periodic review of results to monitor progress. The survey results were disclosed to managers on the day of the survey to facilitate discussions with employees on improvements that can be made with regard to issues for each organization based on the results and comments from staff who provided them. Sony makes the most of these employee surveys to shed light on employee engagement and promptly incorporates results into ongoing discussion and action across its organizations.

**Communication among Employees**

Sony is exploring new avenues for fostering even more active 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 on the in-house SNS. Sony actively supports these communities by providing venues and platforms, providing endorsement from the management team, and asking management to be involved in planning various activities.

**Labor Unions**

Sony maintains excellent labor-management relations. Approximately 9% of the overall workforce (at consolidated sites) is unionized.

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**Results of Employee Engagement Survey**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey Response Rate</td>
<td>88%</td>
<td>91%</td>
<td>91%</td>
</tr>
<tr>
<td>Employee Engagement Index*</td>
<td>85%</td>
<td>88%</td>
<td>89%</td>
</tr>
</tbody>
</table>

* Percentage of employees who did not give an unfavorable response to four questions regarding employee engagement
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 which 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 employee collaborations and a variety of events. 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.

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. Sony operates the Sony Startup Acceleration Program to accelerate the development of new business applications based on ideas generated from these creative spaces.

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.

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 segments of the Sony Group and provide an additional option to working from home or commuting to their usual work location.
Sony Group Global OHS Medium-Term Plan

To achieve its Vision Zero objectives, Sony is working to meet its OHS Medium-Term Plan, which is a globally shared plan. It is currently working to meet the targets for the period from fiscal year 2021 to fiscal year 2023.

Sony Group Global OHS Medium-Term Plan (Fiscal Years 2021 to 2023)

<table>
<thead>
<tr>
<th>Focal Points</th>
<th>Targets</th>
<th>Subjected Sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISO45001</td>
<td>Complete external certification and maintain the certification</td>
<td>Subjected Sites for ISO 45001 certification</td>
</tr>
<tr>
<td></td>
<td>Evolve the OHS Management System based on ISO 45001</td>
<td>All sites</td>
</tr>
<tr>
<td></td>
<td>Reduce accidents caused by slips, trips and falls</td>
<td>All sites</td>
</tr>
<tr>
<td></td>
<td>Strengthen management of chemical substances (including the 9 RBA-listed process chemical substances)</td>
<td>Manufacturing logistics and R&amp;D sites</td>
</tr>
<tr>
<td></td>
<td>Reduce accidents caused by machinery</td>
<td>Manufacturing logistics and R&amp;D sites</td>
</tr>
<tr>
<td></td>
<td>Strengthen the evaluation of effectiveness of corrective actions toward incidents that have occurred and their horizontal deployment across the company</td>
<td>All sites</td>
</tr>
<tr>
<td></td>
<td>Implement health risk measures based on changes in Working Styles and Working Environment</td>
<td>All sites</td>
</tr>
<tr>
<td></td>
<td>Strengthen “Management of Change”</td>
<td>All sites</td>
</tr>
</tbody>
</table>

Further Improvement of OHS Management System Based on ISO 45001

Since fiscal year 2019, Sony has operated an OHS management system based on the ISO 45001 international standard for people working in the Sony Group worldwide. In addition, since fiscal year 2020, Sony has been working steadily to obtain ISO 45001 external certification, beginning with manufacturing, logistics and R&D sites around the world and then proceeding on to other sites. Of the 50 relevant sites, 30 have already obtained ISO 45001 external certification. (The HQ OHS Office, 12 sites in Japan/East Asia, 11 sites in China, 5 sites in Pan Asia, and 1 site in Europe.) Of them, 23 sites have acquired comprehensive certification (as of June 2022).

Reduction of Accidents Caused by Unsafe Behavior

The global occurrence of OHS incidents has been trending downward each year in terms of both numbers of incidents and lost work days, but Sony is still working to further reduce risks. An analysis of OHS incidents in all regions has prompted Sony to identify collisions, slips, trips and falls due to unsafe behavior as a global priority due to the especially high number of such incidents. Accordingly, action to further reduce the number of slips, trips, falls and collisions is being promoted globally in the OHS Medium-Term Plan for fiscal years 2021 to 2023.

Measures to Reduce Health Risks

The global spread of COVID-19 transformed work styles and workplace environments. In response, Sony is carrying out periodical reassessments of harmful workplace risk factors that also cover mental health issues. Sony then implements measures to reduce health risks and initiatives to promote good health with the aim of enabling employees to maintain their vitality and enthusiasm for their work and professional growth. Sony is implementing measures that are consistent with the actual situation and characteristics of each business unit; these include enhancing mental health initiatives in response to the increase in remote work, and promoting ergonomics in response to the increase in working from home.

Improving Management of Chemical Substances / Reducing Accidents Caused by Machinery

Sony’s R&D facilities and manufacturing sites use a wide variety of chemical substances and machinery, and reducing the risks associated with that use is an important determinant of the level of safety and health. Sony is establishing a risk assessment system that will not just identify hazards relating to chemical substances, machinery, and work modes, but will also check that legal requirements are met. This system will be deployed globally. Sony also carries out internal site audits and corporate audits by Headquarters and Regional Safety Offices to ascertain the state of chemical substance management at its manufacturing sites. Management of the hazardous process chemicals* flagged by the Responsible Business Alliance’s Industry Focus List in 2021 has also been included in Sony’s medium-term occupational health and safety plan in order to promote thorough risk assessment.

* Subjected 9 Process Chemicals (CAS No.)
Global OHS Organization

To ensure that all group companies operate under a single management structure, Sony has established a global OHS system led by top management and comprised of eight Safety Offices (in Japan/East Asia, China, Pan Asia, Latin America, North America, Europe, and in the Music and Pictures segments), and appointed Regional Safety Officers who are responsible for implementing cross-regional programs. To staff the management of this system, Sony established an HQ OHS Office at Sony Group Corporation headquarters to serve as the OHS headquarters at the Sony Group. This office does the practical work to ensure compliance with laws and regulations related to health and safety, as well as to set Sony Group OHS targets and ensure that they are met.

**Top Management**
- Establish Sony Group basic OHS policies and targets
- Establish and supervise an organization for promoting the OHS management system
- Appoint, remove and direct Sony Group Safety Officers and Regional Safety Officers
- **HQ OHS Office**
  - Sony Group’s OHS-related headquarters functions (governance functions)
  - Ensure compliance with OHS laws and regulations, and set and seek to accomplish the corporate target

**Regional Safety Officers**
- Set and implement regional targets and plans
- Establish and direct Regional Safety Offices
- Direct compliance with OHS-related legislation and Group regulations, and instruct corrective action when violations occur

**Regional Safety Offices**
- Staff of Regional Safety Officers
- Ensure that the Sony Group complies with OHS laws and regulations and accomplishes the corporate targets in their regions.

### Activities of the Sony HQ OHS Office

**Monitoring**
To achieve the Vision Zero goals, the HQ OHS Office regularly collects information on the occurrence of occupational accidents and illnesses at Sony Group companies and sites, and information on the OHS activities carried out there. To collect information, Sony holds regular meetings with regional safety officers to share examples of good practices and events in the region, and this information is used in problem solving. Regional conferences are hosted by safety officers and attended by representatives from sites in the region to gather opinions from individual workplaces and share about any issues. In addition to regularly including information on good practices collected by the HQ OHS Office in in-house newsletters, each time a significant incident occurs or information on an accident comes to light, the office also instructs that actions be taken to prevent a recurrence.

**Global Audit System**
At Sony’s sites, internal audits, corporate audits and external audits are employed to examine the effectiveness of OHS management systems. Internal audits are conducted for sites to examine the effectiveness of their own OHS management system in order to continuously improve the system and ensure that occupational accidents are prevented. The HQ OHS Office and Regional Safety Offices carry out corporate audits to examine compliance with corporate rules. External audits are conducted to provide confirmation of the effectiveness of the OHS management system by a third-party certification body. These three types of audits combine to determine the effectiveness of the Sony Group OHS management system as a whole. The HQ OHS Office is responsible for training corporate auditors and examining the effectiveness of audits carried out at the regional level. Once it has established an in-house auditor system and determined auditor qualification requirements, it conducts periodic training to enhance auditing skills.

**Fiscal Year 2021 OHS Training**

<table>
<thead>
<tr>
<th>Region</th>
<th>Training program</th>
<th>Target group</th>
<th>No. of trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ</td>
<td>Global Auditors Training</td>
<td>Regional safety officers and managers</td>
<td>30</td>
</tr>
<tr>
<td>Japan/East Asia</td>
<td>OHS Managers Basic Training</td>
<td>Newly appointed site OHS managers</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>Laser Safety Management Training</td>
<td>Site employees responsible for handling equipment</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>Handling Chemical Substances and Risk Assessment Training</td>
<td>Site chemical substance managers</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Handling Machinery/Equipment and Risk Assessment Training</td>
<td>Site employees responsible for handling equipment</td>
<td>48</td>
</tr>
<tr>
<td>North America</td>
<td>Internal Auditors Training</td>
<td>Site OHS managers</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>Internal Auditors ISO 45001 Training</td>
<td>Site OHS managers</td>
<td>18</td>
</tr>
<tr>
<td>China</td>
<td>OHMS Basic Training</td>
<td>Non-manufacturing site OHS managers and supervisors</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Risk Assessment Training</td>
<td>Manufacturing site OHS managers and supervisors</td>
<td>35</td>
</tr>
</tbody>
</table>
Occupational Health and Safety Initiatives by Region/Business

Occupational Health and Safety Initiatives in Japan/East Asia

In fiscal year 2021, 7 out of the 11 accidents caused by unsafe behavior that led to absence from work were due to slips and falls, and there is a tendency for the length of absences from work to increase. Although the number of accidents causing absence from work among external contractors’ employees working at Sony sites decreased, such accidents continue to occur. Sony will further reduce industrial accidents through efforts such as raising awareness of accidents caused by slips and falls, measures to prevent recurrence, and the lateral sharing of examples of good practices, and by requesting that external contractors cooperate in ongoing safety activities.

As initiatives to reduce employee health risks, Sony carries out risk assessments in response to changes in work styles and workplace environments, with a particular focus on working from home, and is boosting mental health awareness. In addition, Sony has achieved its goal of “banning indoor smoking” and keeping workplaces free of second-hand smoke at its main business sites in Japan, and continues to educate smokers on the risks and provide support for kicking the habit.

Occupational Health and Safety Initiatives in North America

Sony operations in North America consist of a diverse group of companies across many fields. Operations include corporate office functions, sales and marketing, warehouse and distribution, game and network services, music and film business, biotechnology R&D, and a limited amount of manufacturing. Site headcounts range from fewer than 10 to more than 1,000 employees. The Sony Group Global Policy on Occupational Health and Safety (OHS) serves as the underlying guidance documentation. Operations strive for a well-balanced program of safety, health and wellness initiatives, in keeping with the type and size of operation. As a manufacturing and warehouse facility, Sony DADC Terre Haute is preparing for external ISO45001 certification.

Advancing Safety, Health and Well-Being

The North American region established “Advancing Safety, Health and Well-Being” as the tagline for the Vision Zero logo. The logo with the tagline is used to communicate the Vision Zero objectives and workplace safety.

Emergency Preparedness

The SEL Security team hosts an emergency preparedness event and releases newsletters twice a year. The event in December 2021 featured the “If You See Something, Say Something” campaign and the current run-hide-fight guidance from the U.S. Department of Homeland Security. It highlighted how to recognize and report terrorism-related suspicious activity.

Emergency Preparedness Fairs at Sony Electronics Inc. [181]

DADC Terre Haute Safety Slogan Contest

DADC Terre Haute conducted a Safety Slogan contest in the summer of 2021. Amongst contending entries, the winning phrase was “Don’t be Safety Blinded, Be Safety Minded”.

DADC Terre Haute Safety Slogan Contest
Occupational Health and Safety Initiatives in Latin America

In Latin America, Sony has worked to establish OHS campaigns, internal audits focused on health, safety, and the environment, and has held proactive events. Each Sony location has an emergency preparedness plan in place, tailored to meet the potential emergencies that may occur at that site.

Emergency Drills
There are basically three training programs: first aid training and COVID-19 related health campaigns for medical brigades, and fire extinguisher training for security brigades.

Occupational Health and Safety Initiatives in Europe

In Europe, Sony has identified occupational health and safety (OHS) management as a top priority and has implemented an OHS risk reduction program. The program aims to lower OHS risk by reducing occupational accidents and strengthening the health and well-being of employees. A 26% reduction in lost days was achieved Europe-wide after the program’s implementation.

Sony Europe
—Mental Health and Wellbeing Newsletter—
On a monthly basis, all Sony Europe employees receive a newsletter dedicated to wellbeing. Each issue focuses on a different topic and provides readers with tips and tricks, as well as courses of action.

UK Technology Centre
—Mental Health—
A mental health pamphlet has been created and distributed amongst employees. The document features information about how to spot and improve a deteriorating mental health state. To accompany this pamphlet, a ‘Working from Home Self-Assessment Tool’ has been developed to help employees recognize pain points and tackle them in a timely manner.

Occupational Health and Safety Initiatives in Pan Asia

With COVID-19 infections still rife around the world, manufacturing sites in the Pan Asia region are continuing in fiscal year 2021 to implement and constantly improve occupational health and safety initiatives in tandem with measures to prevent the spread of COVID-19 infections.

Ongoing OHS initiatives
Five manufacturing sites in Thailand, Malaysia and Australia have adopted Sony OHSMS (ISO 45001) as the Sony global target, and it is soon to be adopted at manufacturing sites in India as well. All the manufacturing sites extensively implement activities to boost occupational health and safety. Such action includes improving the safety of machinery and equipment, ergonomically-aligned working conditions, control of chemical substances, preparation for emergencies, hazard prediction training, programs to raise awareness of near-miss accidents, activities to boost OHS awareness, and training courses.

Measures to counter the spread of COVID-19 infections
Each manufacturing site is making efforts to maintain normal operations by implementing the following measures to control COVID-19 infections: 1) COVID-19 screening for employees, visitors and contractors, 2) vaccination programs for employees, 3) physical distancing in workplaces and during work duties, 4) area cleaning, 5) boosting awareness of personal hygiene, and 6) touchless campaigns. Sony sites in the Pan Asia region are promoting measures to maintain business operations, and also encouraging working from home as a new work style at all sites. Sony is striving to protect its employees from infection and maintain smooth business operations.

Training for handling fire extinguishers

COVID-19 vaccination program for employees (Thailand)
Regular screening for employees (Malaysia)
OHS Performance

Sony employs a global data collection system to gather occupational health and safety data on a quarterly basis in the countries and regions in which it has operations. Sony analyzes these statistics to gain an understanding of circumstances and trends in terms of country/region and accident type, in order to help prevent recurrences.

Major Causes of Injuries in Fiscal Year 2021

1. Slips, trips and falls: 26 (6 more than the previous year)
2. Collisions with people or objects: 16 accidents (1 less than the previous year)
3. Cuts and grazes: 11 accidents (5 more than the previous year)

These were the top three categories of unsafe behavior causing accidents in fiscal year 2021, accounting for roughly 70% of all accidents causing absence from work. Sony has set a medium-term target of reducing accidents caused by slips, trips, falls, and collisions, and is making global efforts aimed at improvement.

Sony Global Trends in the Number of Injuries
Maintaining and Promoting Health

Creating a Workplace Culture of Wellness

It is essential that employees 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 and in order to help ensure sustained growth for both the company and employees. Using data from health checkups and stress checks, Sony is addressing employee’s health issues involving mental health, balancing medical treatment and work, and lifestyle diseases and taking various steps to resolve these issues. 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 line managers, and providing information and activities to raise awareness via a variety of channels.

Promoting Mental Health

Sony implements comprehensive mental health support measures with the aim of helping employees to display their full potential. These efforts are focused particularly on preventing health problems and motivating employees and organizations. Employees with fewer stress responses such as fatigue and anxiety tend to display higher levels of engagement. To bolster the ability of the individuals to manage stress, which is a key to a vibrant organization, Sony holds mindfulness workshops for employees. It also holds online sessions for communication between employees and medical professionals, and is facilitating such dialogues in an endeavor to boost the health literacy of its employees with regard to managing their health with new work styles. Support for individual employees is also important. Sony has established health-counseling services, offering access to counseling with clinical psychologists, industrial physicians and occupational health nurses via in-person or online sessions. 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, as well.

Helping Employees Receive Treatment while Working

Sony actively seeks to provide support that will enable employees to strike a proper balance between treatment and work, and to feel fulfilled and motivated in their work. In fiscal year 2020, Sony introduced the Symphony Plan, a program to help employees attain this particular balance. Sony has increased the involvement of medical professionals and incorporated expert perspectives to support the provision of working conditions tailored for individual treatment plans. For employees who receive treatment for cancer or other diseases while continuing to work, Sony offers medical consultation with occupational physicians and occupational health nurses, who reduce such employees’ health risks by devising job arrangements tailored to each individual situation. To ensure that employees are able to choose from a diverse array of flexible work styles, their workplace works with the Human Resources Department and Occupational Health Department to provide the most appropriate job support. As part of its efforts to support cancer prevention and early detection, Sony provides cancer education (e-learning) for employees and employees undergo comprehensive medical checkups and follow-up examinations at medical institutions if needed. Sony also examines and then receive personal health advice from industrial physicians and occupational health nurses.

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 that lends a sympathetic ear and individualized advice about health issues that affect women.

Preventing Lifestyle-related 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 occupational 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. The initiatives include disseminating lifestyle information and holding various seminars for employees.

**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 such as moving smoking areas outdoors. Industrial physicians and occupational 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. Other support measures include providing financial assistance for employees to participate in stop-smoking support programs, support for outpatients stop-smoking medical consultations, and information and awareness-raising. These efforts are gradually reducing the percentage of smokers in the Sony workforce.

**COVID-19 Measures and Accommodating New Work Styles**

Sony is committed to maintaining a safe working environment that ensures sufficient physical distance between employees at business sites. In consideration of governmental guidance in each country and the specific work style of each of its diverse businesses, Sony limits the number of employees allowed to report for in-person work based on attendance plans at each company and unit. With many employees working from home, Sony recognizes the importance of mental health care. Sony provides tips for self-care and employee care, and is enhancing autonomy and activating workplace communication to reduce the anxiety and sense of isolation of employees working from home.

Sony has also set up a counseling desk where medical professionals provide timely advice on topics such as reducing stress and improving working conditions and lifestyle habits while self-isolating and working from home.

**Main Initiatives in Japan**

(Primarily for areas under restrictions during a state of emergency or quasi-state of emergency)
- Prohibited international and domestic business travel
- Expanded the provisions for working from home
- Eliminated core hours in the monthly flextime system
- Added special leave due to temporary school closure and special measures for the COVID-19 vaccine
- Relaxed restrictions on commuting to include private cars and bicycles
- Paid allowances for working from home and to support COVID-19 infection prevention
- Ordered employees to refrain from business meals
- Opened satellite offices to support diverse work styles
- Implemented corporate COVID-19 vaccination drive
- Added special leave for the COVID-19 vaccination
- Conducted harassment prevention training related to vaccination

**Infectious Disease Measures**

In addition to protecting employees who are active globally from the threat of infectious diseases by arranging for employees to receive necessary vaccinations if they work in or travel on business to countries at risk. Sony also provides information on safety and infectious diseases in specific countries, issues alerts, and implements such safety measures as restrictions on business travel under certain circumstances. Timely information on such infectious diseases as malaria, hepatitis, and HIV is also provided to employees. In Japan, if there is an outbreak of a new strain of influenza, tuberculosis, rubella, measles, or other illness, Sony cooperates with the government and other entities as necessary in order to respond flexibly while staying ready to implement business continuity plans. Sony provides male employees from age groups that were not vaccinated through public rubella vaccination programs with access to rubella antibody tests when they receive their regular health checkups.