Employees

Overview

Basic Approach

Since its establishment, Sony has sought to remain at the forefront of technological development and the discovery of new businesses, 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. Sony has always viewed employees not as a group, but as individuals, based on the belief that they 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 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. Sony Group has defined a shared group-wide People Philosophy of “Special You, Diverse Sony” with the aim of maximizing the value created by its 110,000 diverse employees and in line with Sony’s Purpose & Values, which lead to further evolutions. The 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 human resource policies that reflect the characteristics of the environments and regions in which each individual business operates. Sony believes that increasing employee engagement by making the most of the individual skills, abilities, and creativity among teams of employees who are diverse in terms of race, nationality, religion, disabilities, gender, values, and work styles contributes to the sustained generation of social value and increases in corporate value.

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 managers 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. Through this, it aims to achieve further group-wide growth by making the most of wide-ranging diversity among its businesses and employees. Sony will continue to promote diversity as a source of innovation in order to create new value that leads to both the growth of Sony Group and the development of society.

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 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: Basic Policy and Management System established
1990: Parenting leave and flex holiday programs introduced
2000: Sony University program started
2008: Flexible work (formerly called telework) policy introduced
2015: Flexible career leave and free agent programs introduced
2018: “PORT”, a place for employees to learn and interact
2021: Sony’s People Philosophy and people strategy redefined
2021: Sony selected as one of the Iconic Leaders of The Valuable 500
2023: Senior Executive and Senior Vice President in charge of Lead of Group DE&I appointed
Sony’s People Philosophy

Special You, Diverse Sony

Sony Group has defined a shared group-wide People Philosophy of “Special You, Diverse Sony” with the aim of maximizing the value created by diverse employees in various businesses and achieving further evolution of Sony Group, in line with Sony’s Purpose & Values, which bring together Sony’s 110,000 employees in the creation of long-term value. 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 strengths, thoughts, dreams, and challenges they are excited about. “Special You, Diverse Sony” conveys the message that employees with a range of growth opportunities so they can willingly take on their best career options. The group-wide people 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.” Sony offers numerous opportunities for employees to reach their full potential, 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 people 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 promoting common themes that will drive sustainable growth for the entire group.
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 drivers of value creation. 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’s Purpose. Consequently, Sony values the perspective of equity and strives to ensure true inclusion by respecting diversity encompassing characteristics such as race, nationality, religion, beliefs, disabilities, gender, age, origin, sexual orientation, gender identity, values and work style. Sony regards diversity, equity and inclusion as a key management concern and will continue to maximize its performance in this area.

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 2022, a total of 3,500 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, 2023, approximately 940 employees were working overseas as part of Sony’s global deployment of personnel, in order to transfer technology and knowledge, and launch new businesses. This includes some 100 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. 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.

Talent Acquisition

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. Sony acquires talent in each country and region through an approach based on diversity, equity and inclusion, and works with external organizations to actively promote hiring of people from groups that have experienced barriers to equality of opportunity. 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.

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. Sony is also strengthening the recruitment of international talent of diverse nationalities for R&D departments in Japan 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 and regions, including Japan and other Asian countries, Europe, and North America, to offices in its major business fields. In recent years, Sony has launched workshops for junior high and high
Supporting Active Contributions by Diverse Employees

Promoting Greater Opportunities for Women

Sony embraces diversity and the working contributions of women on a global basis. Women accounted for 34% of the Sony workforce and held 30% of management positions at the whole Sony Group as of the end of fiscal year 2022. 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. Group companies in Japan set targets for the “ratio of women workers in management positions” as of the end of fiscal year 2025, prescribed according to the total number of employees in the Workplace (Ordinance No. 162 of the Ministry of Health, Labor and Welfare, 2015).

Eliminating unconscious bias is an essential step towards building a gender-equal society. In Japan, Sony provides management training intended to address a wide range of unconscious biases while also actively supporting the continued progression of female employees at various career stages through initiatives such as programs and systems encouraging men in the workforce to take parental leave. In addition to providing similar training outside of Japan, Sony also holds forums where women in leadership roles can form communities to connect and learn from each other.

Sony’s efforts to promote women’s participation in the workplace and provide mid- to long-term support for female leaders also extend beyond Sony Group itself. In Japan, it engages in academic-industry collaboration to support the professional development of women, including support for the University of Tokyo’s Metaverse School of Engineering and a wide-ranging partnership with Nara Women’s University in science and engineering fields. In March 2023, 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 is also engaged in wide-ranging efforts to support the next generation of female creators and engineers outside of Japan, including the Diverse Directors Program in the field of film and television, Alpha Female+ for female photographers, and Girls Make Games, which supports female game developers.

* Sony Group Corporation’s Action Plan for the Act on Promotion of Measures to Support the Development of the Next Generation Women
* Sony Group Corporation: Action Plan for Promoting Women’s Participation
* Sony Group Corporation Awarded “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)
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 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 Taio 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 persons with disabilities. Sony has created an inclusive environment at its three special-purpose subsidiaries: Sony Taio Corporation, Sony Kibou/Hikari Corporation, which specializes in providing employment opportunities for individuals with intellectual and mental disabilities, and Sony Life Business Partners Co., Ltd., which was established in 2019 to carry out clerical work and other tasks for Sony Life. Sony is now expanding initiatives to create an inclusive environment throughout the group.

Group companies outside Japan also employ persons with disabilities in a way that only Sony can, Sony is practicing initiatives to create an inclusive environment throughout the group.

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 persons 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 persons 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 persons with disabilities, as well as avenues for companies to share expertise. By employing persons with disabilities in a way that only Sony can, Sony is practicing the approach of co-founder Masaru Ibuka both locally and globally. In December 2019, Sony became a signatory of The Valuable 500, an initiative of the World Economic Forum that focuses on the inclusion of persons with disabilities. Sony has been selected as one of the Iconic Leaders among the 500 signatories, and is providing support for the Media Hub™ project.
In addition to employing persons with disabilities and giving consideration to the accessibility of products and services, Sony aims to lead the inclusion of persons with disabilities through the global community, linking its efforts to spread the sentiments of Sony’s founders and expand its corporate initiatives to Sony’s Purpose. Employees with disabilities accounted for 2.76% of Sony Group Corporation’s workforce as of March 31, 2023, while the average for the Sony Group in Japan (companies with over 101 employees, consolidated basis) was 2.46% as of March 31, 2023, both above the 2.3% mandated by Japanese law for companies over a certain size.

In recent years, Sony has also been focusing on the impact that the presence of allies 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 also planned and attended events held in 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.

Key Activities to Promote Career Development of Individuals with Disabilities at the Sony Group Around the World

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, twelve 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 the company and learn about individual companies.

China
Sony China goes beyond simply providing employment opportunities for people with disabilities; it endeavors to promote the hiring of people with disabilities via a diversity and inclusion program that supports practical courses which help university students with disabilities adapt to their future life as a working adult.

United States
Sony actively works with partners such as Disability:IN, a global organization devoted to inclusion and equity for persons with disabilities in business. Group companies in the United States have created a joint e-learning training program and conduct training for employees with the aim of enhancing understanding of accessibility and disability. Sony Pictures Entertainment is also making efforts to further advance diversity, equity and inclusion through activities such as awareness training to help managers become inclusive leaders.

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

Building Safe, Authentic Workplaces for LGBTQ+ Employees
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. Sony Group introduced a Pride logo in 2022 to express its embracing of LGBTQ+ employees and the wider community to people within the group and beyond.

LGBTQ+ Initiatives by the Sony Group Around the World

Japan
Sony organizes talks on LGBTQ+ topics 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+ topics, this has also made clear the importance of companies in Japan working together. Elements such as the participation of LGBTQ+ allies in their events have also helped broaden the scope of the proactive role of allies. 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 ReBt. 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, in recognition of its 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 based on standards set by the World Professional Association for Transgender Health (WPATH) and implemented measures to more reliably support
transgender and non-binary employees in areas such as benefits coverage, wellness, medication, hormone therapy and surgical assistance. Sony Pictures Entertainment was a Gold Sponsor of the GLAAD Media Awards, held by the LGBTQ+ media advocacy organization GLAAD.

Europe
In Europe, Sony Music Publishing (Germany) collaborated with Sony Music Entertainment to co-sponsor Christopher Street Day (Berlin Pride), one of Europe’s largest pride events. This included participation by employees, artists and DJs.
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 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 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.

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. Specifically, it is done by recommending contents based on each employee’s individual skills when they need it, and through visual representation of the employee’s learning trajectory. Sony is also working on content collaboration with overseas group companies using the common 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 results 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 2022 is shown below.

<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>2,379</td>
<td>15,899</td>
<td>18,278</td>
</tr>
<tr>
<td>Number of times offered</td>
<td>7,312</td>
<td>40,487</td>
<td>47,809</td>
</tr>
<tr>
<td>Cumulative total participants</td>
<td>222,176</td>
<td>205,084</td>
<td>427,262</td>
</tr>
<tr>
<td>Cumulative total training hours</td>
<td>818,292</td>
<td>652,106</td>
<td>1,470,398</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 1966, Sony became the first Japanese company to launch an internal job posting program, which has now been in place for 57 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. 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 cross-departmental communication with management 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 employees 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 2022, more than 1,400 events, mainly online, were held, bringing in more than 58,000 participants over the year. Examples of the wide-ranging content include 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 for the continuation of these employee-driven activities. 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 30 communities, and regular study group meetings are held more than 1,000 times a year. PORT Shinagawa and PORT Minato Mirai provide environments geared towards group meetings are held more than 1,000 times a year.

PORT Minato Mirai supports voluntary activities for employees to learn in remote and in-person situations.

Photo: ©Kenta Hasegawa

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

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 realign how to keep developing themselves.

Engineering Talent

To pursue 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 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 1,500 employees.

Field-Specific Technology Strategy Committees

<table>
<thead>
<tr>
<th>Group company A</th>
<th>Group company B</th>
<th>Group company C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representative member</td>
<td>Field A technology strategy committee</td>
<td></td>
</tr>
<tr>
<td>Representative member</td>
<td>Field B technology strategy committee</td>
<td></td>
</tr>
<tr>
<td>Representative member</td>
<td>Field C technology strategy committee</td>
<td></td>
</tr>
</tbody>
</table>
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

At the Sony Group in Japan, approximately 450 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 technical skills of engineers and other 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.

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 2022, Sony created and updated content with a focus on the special features of different technologies, and transcended the boundaries between different Sony Group companies. As a result of these efforts, a total of 28,700 analysis, AI, and cloud computing—and promoted the transition to three areas useful for expanding the skills of all occupations—data.

### 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. 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, from experienced employees to younger team members. In addition to providing a space to present technologies of the Sony Group’s business units, STEF also seeks to enhance expertise and knowledge among employees, featuring conferences and seminars with invited speakers from inside and outside the group, panel sessions chaired by a DE, who is an expert in their technical field, and the Open Innovation Showcase featuring exhibits by companies receiving investment from the Sony Innovation Fund. This annual event has served as a launchpad for numerous research and development projects since it was first organized in 1973. The event celebrated its 50th anniversary in fiscal year 2022, and some of the exhibitions and conferences were open to people from outside of Sony for the first time to mark the occasion. This provided an opportunity to introduce a wide range of stakeholders, including members of the media, investors and analysts, engineers, researchers, creators, business partners, and students, to Sony’s advanced technologies and the
way in which Sony values technology. Over 20,000 people from Sony Group companies in Japan and overseas attended exhibitions online and in person. The hybrid format entered its second year after being introduced in fiscal year 2021. The on-site venue in Tokyo featured an expanded number of exhibits and provided a space for exhibitors and visitors to actively exchange ideas. There was also a live stream from the venue for employees around the world who could not make it in person, creating a sense of unity between all the venues. Online conferences 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 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.

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 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. Approximately 1,400 employees from six major businesses across Sony Group have taken part to date, bringing together a diverse group of people with different backgrounds from all over the world. Participation among female employees and entertainment business employees have both increased to approximately 30%.

Sony has established global and domestic Japanese courses with the aim of implementing programs that reflect the needs of each business. It offers programs at three levels: general manager, senior manager and emerging leaders. 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 2022, a total of four courses took place in Japan and globally. Global courses included both the course for global general managers and a newly-established course for senior managers. Participants drawn from Sony Group companies, businesses and regions around the world attended lectures and engaged in group discussions and dialogue with members of the management teams of various business segments, endeavoring to improve their skills and mindsets in areas such as leadership, strategic planning and vision. There was a dialogue session with CEO Kenichiro Yoshida where participants representing each business unit gave presentations on initiatives based on the theme of “Getting closer to a Community of Interest.” Their presentations were followed by an active discussion in which the other participants also joined.

Similarly, courses for general managers and emerging leaders in Japan 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. The emerging leader course also featured analysis of management issues facing Sony Group and the proposal of management concepts to the management team. Lively discussions ensued with CEO Kenichiro Yoshida, CFO Hiroki Totoki and other executives, including those in charge of Sony’s business segments. This helped to promote participants’ learning, broaden their horizons, and improve motivation.

In addition to the above examples, various executives and managers are involved in supporting professional development in numerous ways throughout Sony University. Moving forward, Sony Group will continue its united efforts towards further development in support of the cultivation of future leaders.
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 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 the first year, 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.

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. In fiscal year 2022, roundtables were held with CEO Kenichiro Yoshida and COO/CFO Hiroki Totoki, which provided an opportunity to share individual thoughts and ideas regarding shared 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 systemic business succession plans.

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

Music

Sony Music Publishing (SMP) has made it a priority to expand support for employees and create a more equitable culture through several new initiatives – most recently with the launch of its Women’s Leadership Program – consisting of in-depth sessions hosted over the course of 6-9 months that are aimed at advancing growth and development of current and future women leaders at the company.

The program helps women to enhance their leadership skills, adopt the practices and mindset of leaders, and learn methods to maximize their own capabilities. The Women’s Leadership Program has received extremely positive feedback from within SMP and across Sony Group. Externally, in 2023, the program was nominated for the Music Biz Agent of Change award.

Movies

To maximize the potential of employees and foster a highly engaging and rewarding professional environment, Sony Pictures Entertainment (SPE) has created a comprehensive leadership development ecosystem. SPE supports aspiring and current leaders with development resources through a wide variety of programs and initiatives, including a dedicated “Leadership Portal” containing a multitude of online tools, playlists, and a learning calendar; a full spectrum of live leadership courses targeting high-potential employees at every level; an “Internal Career Portal” with exclusive access to Sony Pictures opportunities and internal mobility support; a sophisticated and user-friendly “Learning Hub” full of engaging content and compliance requirements; a leadership development program for Employee Business Resource Groups; and “LENS,” a mentorship program with senior leaders in the animation industry.

Entertainment, Technology & Services

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. It has introduced an on-demand learning system and has made some courses required for employees in certain positions with the aim of supporting employees’ subjective development. In terms of technical training, in addition to the training available throughout the group, Sony Corporation also holds intermediate and advanced courses for software engineers with the aim of enhancing the capabilities of its cloud professionals and has established a Certification Support System in the fields of AI and cloud technology. Sony Corporation also provides three training programs in the field of business skills that use business vision and leadership as key themes to cover evolving business models. These programs are designed to encourage software engineers to advance new business creation and train talent that can lead the transition to a solution-based business model, developing the leadership qualities of people who can drive the future of Sony and providing an opportunity to gain fresh perspectives and insights.

Imaging & Sensing Solutions

Sony Semiconductor Solutions (SSS) continues to enhance opportunities for learning and development with the aim of achieving reliable, sustainable growth as a business. SSS group has established and implemented its own talent management structure for management development, and has...
started holding regular consultations with the management team as part of its succession planning for upper management positions. It is also actively expanding development opportunities for talented professionals. This has included conducting one-on-one sessions with executive officers to provide more wide-ranging perspectives, external assessments intended to promote development by visualizing areas for improvement, and the provision of individual training, including external training and executive coaching. For mid-level management, SSS carries out surveys of all section managers with the aim of raising standards across the group. It has also introduced three of its own measures for advancing mid-level management and provided training courses to more than 200 section managers. SSS is also expanding training opportunities for leaders and young employees. During this fiscal year, it introduced the Women’s Leadership Program for female employees selected for displaying leadership as a way to support the systematic development and appointment of female managers and implemented its own career training for employees in their third and sixth years with the company.

Financial Services
The Sony Financial Group (SFG) human resource development committee aims to enhance the visibility and recognition of key personnel and implement measures to support their development, and efforts to make further advancements in this area are continuing. In fiscal year 2022, an expert in human capital management held special training sessions for officers and general managers from SFG companies across the group. During the last of the nine sessions, proposals regarding management issues to be faced by SFG based on backcasting from 2030 and measures of focus for the next three years were put forward.
Employee Engagement

Initiatives to Enhance Employee Engagement

Sony believes that employee engagement is the culmination of wide-ranging measures to support employees’ growth. Sony implements diverse structural, environmental, and cultural initiatives so that each unique employee 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 an inclusive workplace 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 in Japan has introduced a flex-time system, which enable employees to have versatile work options. 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 no-overtime workdays, and ensuring employees take advantage of such schemes, as well as encouraging employees to take their annual paid leave.

In addition, as telework has become more established during the 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 25.1 hours in fiscal 2022, a second consecutive decrease. Last year, Sony Group Corporation employees used an average of 54.2 days of paid leave, and employees of the Sony Group in Japan used an average of 13.3 days, which is higher than the general average.

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 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 flexible work 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 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.
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
- 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 (for a specific family member and specific reason, until that reason no longer applies)

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 childcare leave and other forms of parental leave by providing them with information on the various provisions available to them 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. As of the end of fiscal year 2022, the ratio of male employees taking childcare leave at Sony Group Corporation was 56%, 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 tie-up 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. 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 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 both caregivers themselves, but also their colleagues and managers. 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.

Main Work-Life Balance Initiatives at Sony Group

Locations Around the World

- **Japan**
  Sony builds a corporate culture in which employees can continue to build their career throughout the various events in their lives. This is supported by initiatives such as the Symphony Plan (a system to support the work-life balance of employees), childcare seminars, a tie-up with a daycare provider, and training regarding nursing care. Managers also receive regular training to promote consideration and understanding of the work-life balance of colleagues and team members, including with regards to childcare, nursing care and medical treatment.

- **United States**
  Sony Corporation of America has further enhanced its system of short-term disability benefits for employees on medical leave, while Sony Interactive Entertainment offers online therapy sessions, fitness classes and free telemedicine services. New hybrid offices and

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

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

Treatment

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

* 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.

Hardware 

Software 

Services 

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Corporate Governance

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Responsible Supply Chain

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remote working policies have also been established, and work-life balance is promoted through measures such as mutual engagement between management and employees to balance face-to-face communication with the flexibility of remote work in order to achieve individualized working styles tailored to each person’s situation.

Communication Between Top Management and Employees
Sony treats communication between top management, including the CEO, and employees as a priority. 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 the 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 organization. The survey gathers and analyzes information on key factors for continuously improving employee engagement, such as trust in the company and attitudes about value creation, work efficiency and effectiveness, the work environment, careers, growth, employee wellbeing indices, and diverse perspectives. The survey results are used to identify areas for further improvement and effective action. The number of people who felt they had opportunities for personal development while working in the Sony Group increased, and the engagement index remained favorable for the second year running. The survey 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. The survey results are immediately disclosed to managers at each organization 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 improvements that can be made with regard to issues for each organization to facilitate discussions with employees on their contributions.

Results of Employee Engagement Survey

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey Response Rate</td>
<td>91%</td>
<td>91%</td>
<td>93%</td>
</tr>
<tr>
<td>Employee Engagement Index*</td>
<td>88%</td>
<td>89%</td>
<td>89%</td>
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</tbody>
</table>

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

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 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 9% of the overall workforce (at consolidated sites) is unionized.

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.

**History wall and lounge in the entrance hall of the Sony City headquarters building**

**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.

**Creating Comfortable Working Environments**
Following the increased establishment of working from home following measures taken during the 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.

**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.

**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, which is an in-house startup to support the process from idea conception to business validation and commercialization by utilizing these creative spaces.

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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>
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<tbody>
<tr>
<td>ISO45001</td>
<td>Complete external certification acquisition 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>
</tbody>
</table>

Reduction of accidents

- Reduce accidents caused by slips, trips, falls and collisions | All sites |
- Strengthen management of chemical substances (including the 9 RBA-listed process chemical substances) | Manufacturing, Logistics and R&D sites |
- Reduce accidents caused by machinery | Manufacturing, Logistics and R&D sites |
- Strengthen the evaluation of effectiveness of corrective actions toward incidents that have occurred and their horizontal deployment across the company | All sites |

Response to new risks

- Implement health risk measures based on changes in Working Styles and Working Environment | All sites |
- Strengthen "Management of Change" | All sites |

Further Improvement of OHS Management System Based on ISO 45001

Sony operates an OHS management system based on the ISO 45001 international standard, covering people working in the Sony Group worldwide. It has also been working to obtain integrated ISO 45001 certification, beginning with manufacturing, logistics, and R&D sites around the world and then proceeding on to other sites. Of the 60 relevant sites, 50 (1 site in the HQ, 27 sites in Japan/East Asia, 11 sites in China, 7 sites in Pan Asia, 3 sites in Europe, and 1 site in Picture Segment) have already obtained integrated certification, an increase of 23 between fiscal year 2021 and 2022. (As of June 2023)

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.

Enhancing Measures to Tackle New Risks

New ways of working have been established as a result of the transformation of work styles and workplace environments that started as a response to COVID-19. Sony implements measures to promote good health with the aim of enabling employees to maintain their vitality and enthusiasm for their work and professional growth while working in this more adaptable way. It implements measures that are consistent with the actual situation and characteristics of each business site; these include promoting ergonomics in order to reduce fatigue and stress when 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. In order to strengthen management of chemical substances, which is one of the objectives of the OHS Medium-Term Plan, substances identified as hazardous process chemicals in the Industry Focus Process Chemical List* have been included in the list of substances that require management with the aim of promoting thorough risk assessment.

* The Industry Focus Process Chemical List is a list of process chemicals for which risk management is considered necessary. It is compiled by the Responsible Business Alliance (RBA), a coalition that aims to create responsible supply chains (including procurement and production). Sony is a member of the RBA.

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
- Carries out Sony Group’s OHS-related headquarters functions (governance functions)
- Ensures compliance with OHS laws and regulations, and sets and seeks 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
- Staffed by 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 auditor training to enhance auditing skills.

Management Review
The HQ OHS Office facilitates annual management reviews conducted by the officer in charge of human resources and general affairs based on each region’s reports to evaluate OHS activities; the occurrence of occupational accidents and illnesses in each region; and the level of achievement of activity goals. Management comments set out in management reviews are reflected in the OHS Medium-Term Plan, and are fed back to each Regional Safety Office and to sites within each region.

Top Management

HQ OHS Office

Regional Safety Officers and Offices

Japan/East Asia *1

China **

Pan Asia **

Latin America

North America

Europe

Music/Entertainment 

Pictures/Entertainment

50 sites worldwide acquired integrated ISO 45001 certification

Global Audit System

Sony’s Purpose & Values
- The Sony Group Code of Conduct
- Overview
- Approaches to Sustainability
- At a Glance 2022
- The Sony Group Code of Conduct
- Overview
- Approaches to Sustainability
- At a Glance 2022
- Editorial Policy
- Business Overview
- Corporate Governance
- Employee Engagement
- Safety
- Environment
- Technology
- Employees
- Overview
- Sony’s People Philosophy
- Diversity, Equity and Inclusion
- Talent Development
- Responsible Supply Chain
- Quality and Customer Service
- Community Engagement
- Ethics and Compliance
- Data Section
- GRI Standards Content Index

Employees

Overview
- Sony’s People Philosophy
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### Fiscal Year 2022 OHS Training

<table>
<thead>
<tr>
<th>Region</th>
<th>Training program</th>
<th>Target group</th>
<th>No. of Trainees</th>
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<tbody>
<tr>
<td>HQ</td>
<td>Global Auditors Training</td>
<td>Regional safety officers and managers</td>
<td>25</td>
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<tr>
<td></td>
<td>OHS Managers Basic Training</td>
<td>Newly appointed OHS managers</td>
<td>36</td>
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<tr>
<td></td>
<td>Laser Safety Management Training</td>
<td>Site employees responsible for handling equipment</td>
<td>84</td>
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<td></td>
<td>Handling Chemical Substances, and Risk Assessment Training</td>
<td>Site chemical substance managers</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>Handling Machinery/Equipment, and Risk Assessment Training</td>
<td>Site employees responsible for handling equipment</td>
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<td></td>
<td>Internal Auditors Training</td>
<td>Site OHS managers</td>
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<td>Japan/East Asia</td>
<td>Annual Virtual Employee Preparedness Events</td>
<td>All employees in North America</td>
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<td></td>
<td>Laser Safety Training</td>
<td>Site employees working with laser or exposed to laser</td>
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<tr>
<td></td>
<td>Electrical Arch Flash Safety and Grounding Safety</td>
<td>Site employees working with high voltage</td>
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<tr>
<td></td>
<td>CPR and AED Training</td>
<td>Emergency response team members</td>
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<td>North America</td>
<td>Respiratory Protection, Administrator</td>
<td>OHS managers</td>
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<tr>
<td>China</td>
<td>Risk Assessment Training</td>
<td>Manufacturing site OHS managers and supervisors</td>
<td>30</td>
</tr>
</tbody>
</table>

### Occupational Health and Safety Initiatives by Region/Business

#### Occupational Health and Safety Initiatives in Japan/East Asia

In fiscal year 2022, 13 out of the 20 accidents caused by unsafe behavior that led to absence from work were due to slips and falls. The length of absences from work is increasing, particularly among employees aged 50 and older, and this trend continues to be an issue that must be addressed. Sony is working to further reduce industrial accidents through efforts such as raising awareness of accidents caused by slips and falls, measures to prevent recurrence, the lateral sharing of examples of good practices, and by requesting that external contractors cooperate in ongoing safety activities. In response to revised legislation moving toward independent management of chemical substances, Sony promotes understanding and awareness of the relevant content through monthly newsletters covering relevant changes related to health and safety.

As part of emergency preparedness, Sony has also taken measures to account for the transition in working from home as part of its new work styles, including carrying out online emergency drills and storing manuals inside helmets to enable everyone to respond appropriately in the event of an emergency.

### Occupational Health and Safety Initiatives in China

In the China region, Sony completed its transition to ISO 45001 certification in fiscal year 2020 and expanded the scope of the OHS management system to include non-manufacturing sites in fiscal year 2021. Under the leadership of the China Regional Safety Office, OHS management for the entire China region has been achieved, covering both manufacturing and non-manufacturing sites. Various ongoing regional safety initiatives have been implemented since fiscal year 2015 with the aim of eliminating occupational accidents. These include raising awareness of near-miss accidents, safety simulations for electric motorbikes, and production of safety videos. In fiscal year 2022, Sony also implemented a new summer safety campaign to raise awareness of safety issues among employees.

#### Awareness of Near-miss Accidents

Sony has integrated activities relating to near-miss accidents into employee safety training, ensuring that all employees participate and promoting efforts designed to eliminate accidents.

#### E-learning on Road Safety

Sony provided e-learning materials covering safety risks relating to automobiles, electric motorcycles, being a pedestrian, and traveling during business trips. This facilitated access to the material, and a total of 70,000 employees in the region have now taken this training. Sony has also implemented safety activities aiming to reduce the number of accidents at manufacturing sites, including horizontal deployment of best practices with manufacturing bases in the Pan-Asia region. These efforts have led to a 60% reduction in accidents in the China region compared to fiscal year 2021.
OHS Activities and Training

Sony operations in North America are committed to ensuring the safety of their employees and reducing the risk of injuries and accidents through training. In 2022, each company planned a series of safety training sessions and events to promote a culture of safety in the workplace. These included CPR and AED training, COVID-19 safety, and high-risk workplace hazards (e.g., aerial lift training, laser safety, etc.). In addition, Sony Corporation of America offered a month-long Safe@Sony campaign, hosting a variety of both in-person and virtual events providing employees with important information, advice, and educational sessions on safety and emergency preparedness.

Emergency Preparedness

The Sony Electronics Inc. (SEL) Security Team has revamped its SharePoint site promoting emergency preparedness and highlighting additional training and resources. The site provides government and third-party resources to increase home readiness and preparedness in the office. The SEL Security team continues to host virtual emergency preparedness events for participants in the US and Canada. In addition, SEL Security delivers safety and security newsletters twice a year. In November 2022, the event featured best practices for fire safety in the office and at home.

Advancing Safety, Health and Well-Being

The tagline “Advancing Safety, Health and Well-Being” is used to communicate the objectives of Vision Zero and workplace safety. Sony Group Global Policy on Occupational Health and Safety (OHS) provides the underlying guidance for those efforts. Operations strive to implement a well-balanced program of safety, health and wellness initiatives, tailored to the specific type and size of operation.

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DADC Terre Haute Safety Slogan Contest

To reinforce the Safety Policy, DADC Terre Haute designed badge cards with the policy displayed on one side. The other side of the card prompts employees to define the policy in their own words, as it relates to their specific job at Sony DADC. These cards have been incorporated into the employees’ badge holders and have been distributed to all current employees. They are also distributed to new hires during orientation sessions.

In December 2022, DADC Terre Haute also gave away T-shirts that featured the Safety Policy. These projects were completed in an effort to reinforce the Safety Policy leading up to the ISO 45001 external certification.

Emergency Drills

First aid and fire extinguisher training is held for security brigades.

Health Care

An annual health week with activities such as medical exams, visual revision, wellness coach, paddle tournament and exercise afternoon is held at Sony Inter-American (Panama).

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.

Emergency Preparedness Website (SEL)

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DADC Terre Haute Employee Badge Card & Safety Slogan Contest

Emergency Preparedness Website (SEL)
Sony Network Communications Europe (Sweden)

Every Wednesday morning, a 15-minute mediation session is held both on site in Malmö and digitally via Teams. Research shows that meditation has good effects on the body and mind, and boosts creativity and reduces stress. This activity has increased the sense of wellbeing of those who take part in it, with 10-20 participants consistently joining every week.

UK Technology Centre

UK TEC has created a comprehensive Health & Safety online library called SafetyHub, in which employees can find training and general information. With a wide range of topics covered, from fire prevention and chemical safety, to ergonomics and overall well-being, the library provides a comprehensive and easy-to-use platform (with a variety of formats available, including videos, webinars, and interactive modules) for learning about critical health and safety topics. With up-to-date information and expert guidance, the SafetyHub helps the UK TEC team promote a culture of safety, reduce accidents and injuries, and protect their employees’ health and well-being.

Occupational Health and Safety Initiatives in Pan Asia

In the Pan Asia Region, all manufacturing sites have ISO 45001 certification and all sites are continually improving the OHS management system. Pan Asia Region sites will plan for further continual improvement of the OHS management system and operations concerned to reduce injuries and achieve Vision Zero.

Ongoing OHS initiatives

All four manufacturing sites in Thailand and Malaysia were certified Sony Global ISO 45001 Certification in FY2022. In the Pan Asia Region, we are aiming to expand this global certification coverage to the India site soon. Injury reduction and prevention activities were maintained at all sites and focused on reducing injuries from slips, trips, falls, machines, and chemicals, including the frequency and severity of these injury cases, through additional site top management safety patrols to ensure site safety operations and a Safety Week campaign to raise general safety awareness among employees. In addition, OHS training programs were provided to all employees and workers (OHS management system training, OHS legal requirements in each country, emergency preparedness, equipment or machines, forklifts or hand lifts, ergonomics, etc.). All training programs emphasize employee safety awareness and recognize their ability to avoid and prevent the risks that may occur to them. Safety orientation programs at some sites were also adapted to include the safety risk simulation session and let new employees observe real risks for themselves. (Safety Dojo training)

External Recognition for OHS Initiatives (Fiscal Year 2022)

<table>
<thead>
<tr>
<th>Site</th>
<th>Name of Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shanghai Suoquang</td>
<td>Rated A for improved OHS functions by the city of Shanghai</td>
</tr>
<tr>
<td>Visual Products Co., Ltd.</td>
<td></td>
</tr>
<tr>
<td>Sony Device Technology (Thailand)</td>
<td>1. National &quot;Platinum Level&quot; for excellent practices establishment on occupational safety and health (2022, 13th consecutive year)</td>
</tr>
<tr>
<td>Sony Technology (Thailand) Co., Ltd., Chonburi</td>
<td>2. Zero Accident Award 2022 (Gold level)</td>
</tr>
<tr>
<td>Sony Technology (Thailand) Co., Ltd., Bangkadi</td>
<td>Zero Accident Award 2022 (Gold Award, 4th consecutive year)</td>
</tr>
<tr>
<td>Sony Technology (Thailand) Co., Ltd., Bangkok</td>
<td>Zero Accident Award 2022 (Silver Award, 2nd consecutive year)</td>
</tr>
</tbody>
</table>

Foreign Recognition for OHS Initiatives (Fiscal Year 2022)

- Site Top Management Safety Patrol (STT, Thailand)
- Safety Dojo Training (SDT, Thailand)
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 2022
1. Slips, trips and falls: 26 (same as previous year)
2. Collisions with people or objects: 10 accidents (6 less than the previous year)
3. Cuts and grazes: 7 accidents (4 less than the previous year)

These were the top three categories of unsafe behavior causing accidents in fiscal year 2022, 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.
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 from 39 group companies showed that employees with fewer stress responses such as fatigue and anxiety tend to display higher levels of engagement. To bolster the ability of the individual to manage stress, which is a key to a vibrant organization, Sony holds mindfulness workshops for employees. 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 even if they frequently work from home. Sony also holds informal gatherings where employees and managers can meet with clinical psychologists and is making efforts to improve literacy with regards to changes to working styles.

The stress check response rate is 92%, 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.

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 (SAP). 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. Managements, the Human Resources Department, and the Occupational 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 managements 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 occupational health nurses. The number of employees requiring this counseling has decreased for two 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 year 2020, Sony introduced the Symphony Plan, a program to help employees attain this particular balance. Sony 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 occupational physicians and occupational nurses who are qualified as work-life support coordinators. Sony is also focusing on raising awareness about cancer and supporting early detection. In addition to introducing cervical cancer screenings for female employees under 35, Sony has also strengthened its stance on recommending follow-up examinations for employees who have abnormal findings during medical examinations and physical check-ups. Sony has also been working to raise awareness of cancer prevention, early detection, and early treatment through seminars and e-learning resources since fiscal year 2021.
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.

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 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. These efforts are gradually reducing the percentage 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 working from home.

COVID-19 Measures and Accommodating New Work Styles

Sony was 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 limited 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.

Main Initiatives in Japan

(Primarily for areas under restrictions during a state of emergency or quasi-state of emergency)

- Prohibiting international and domestic business travel
- Expanding provisions for working from home
- Eliminating core hours in the monthly flextime system
- Adding special leave due to temporary school closures and special measures for the COVID-19 vaccine
- Relaxing restrictions on commuting to include private cars and bicycles
- Paying allowances for working from home and to support COVID-19 infection prevention
- Ordering employees to refrain from business meals
- Opening satellite offices to support diverse work styles
- Implementing corporate COVID-19 vaccination drive
- Adding special leave for the COVID-19 vaccination
- Conducting harassment prevention training related to vaccination
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 managements. Sony offers employees stationed overseas the same stress checks that employees in Japan receive, and is working to improve the work environments and support mental health at the place of assignment. In addition, Sony works to prevent disease and mitigate risk, with industrial physicians tracking the situation at sites and medical facilities overseas to 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 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 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, if there is an outbreak of a new strain of coronavirus, influenza, tuberculosis, rubella, measles, or another 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.