

Employees



Overview

Basic Approach

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

Sony's People Philosophy

Sony has always viewed employees as individuals rather than as a group, respecting their independence and enthusiasm for taking on challenges, and cherishes a corporate culture that places the company and employees on equal terms, based on a chosen partnership between the company and the employee where both are accountable for being responsive to each other's needs. Sony's People Philosophy, "Special You, Diverse Sony," shares our message of accepting every individual so that we can continue to grow together, with our Purpose at our core. We have defined the framework of our people strategy based on this philosophy, organized around the theme, "Attract, Develop, and Engage Talented Individuals."



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 HR leaders from the main six business segments also hold regular meetings. Authority is delegated to the HR manager for each business unit of individual companies, and they are responsible for formulating and implementing HR policies optimized for the characteristics of their respective businesses and regions.

Looking to the Future

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

Milestones

- 1966: Internal job posting program started
- 1973: Sony Technology Exchange Fair started
- 1978: Sony/Taiyo Corporation founded
- 1988: Flex-time System introduced
- 1990: Parenting leave and flex holiday programs introduced
- 2000: Sony University program started
- 2003: Sony Most Valuable Professional Certification Program established (revised to Sony Outstanding Engineer Award in 2016)
- 2007: Distinguished Engineer Program established (revised to Corporate Distinguished Engineer Program in 2020)
- 2008: Flexible work policy introduced
- 2015: Flexible career leave and free agent programs introduced
- 2018: PORT, a place for employees to learn and interact, established
- 2021: Sony's People Philosophy and People Strategy redefined
Sony selected as an Iconic Partner of The Valuable 500
- 2024: Diversity Statement redefined

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Sony's Diversity and "An Organization that Embraces Diverse Perspectives"

New products and services throughout our history have been born of interactions between employees with different backgrounds, so such diversity of people has become the foundation of Sony's current diversified business operations. The values passed down from our founders include an insatiable drive to take on new challenges and a respect for diversity, and these are the foundation of our business development and growth.

We must remain an organization that embraces diverse perspectives and opinions, leveraging the diversity of our people and businesses as a strength that creates even greater value. There are three elements required for an organization that makes use of differing views: Diversity of People, Diversity of Experience and Leadership and Corporate Culture that Embraces Diverse Perspectives. The group works together to strengthen our corporate culture of embracing different ways of thinking by providing employees of diverse backgrounds opportunities to gain new experiences that transcend both corporate and national boundaries, developing leaders capable of leveraging the unique personalities of our employees. Sony's Founding Prospectus states, "We shall place emphasis on a person's ability, performance and character, so that each individual can fully exercise their abilities and skills." This idea of focusing on the individual continues to be passed down as a cornerstone of group culture—we respect the diversity of our businesses, employees and their autonomy to foster an environment where unique individuals are empowered to take on the challenge of creating a wide range of value.

The theme of our fifth mid-range plan, which began in fiscal year 2024, is "Beyond the boundaries: Maximize synergies across the Group." We are working to develop an organization that utilizes diverse views

as a foundation to realize synergies that increase corporate value as we monitor progress and results.

Evolving diversity of attributes supporting group growth

Sony's management team is composed of members with diverse backgrounds, experiences, and areas of expertise. As part of Sony's continued commitment to enhancing this diversity, it aims to increase the percentage of women and persons of non-Japanese origin* among executives at Sony Group Corporation in Japan to more than 30% each, by 2030. As of the end of March 2025, these figures stood at 18.8% and 28.1%, respectively.

* Individuals of non-Japanese nationality or who were born outside Japan

The appointment of Robert Lawson, former Chief Communications Officer at Sony Pictures Entertainment's headquarters, as Sony Group Corporation's Senior Vice President in charge of Corporate Communications in the fiscal year ended March 31, 2025, also reflects the ongoing evolution in the diversity of experience within Sony Group Corporation's leadership team.

As part of creating a work environment where diverse talent can thrive, Sony is promoting the advancement of women on a global scale. At the end of the fiscal year ended March 31, 2025, women made up 34.2% of the total Sony Group workforce, and the percentage of women in management positions was 31.6%. However, because the percentage of women in management positions at companies in Japan remains lower compared to overseas companies, each of Sony's major subsidiaries in Japan has set specific goals and is working to increase this percentage.

With the aim of increasing the percentage of women among Sony Group Corporation's executives, the Sony Group Corporation has set two targets to be achieved by the end of fiscal year 2025, having women hold over 20% of management positions and ensuring that 100% of employees with newborns take childcare leave (legal childcare leave of absence and/or Sony's paid childcare leave), with the men among them taking an average of more than 10 days of childcare

leave, all part of our effort to promote gender equality. We received Platinum Eruboshi certification in January 2024 in recognition of our efforts to empower women.

Japanese group companies formulate action plans and set individual goals in accordance with the provisions of Japan's Act on Promotion of Women's Participation and Advancement in the Workplace, using the Ministry of Health, Labour and Welfare's Database of Corporate Performance in the Area of Women's Participation and Advancement in the Workplace.

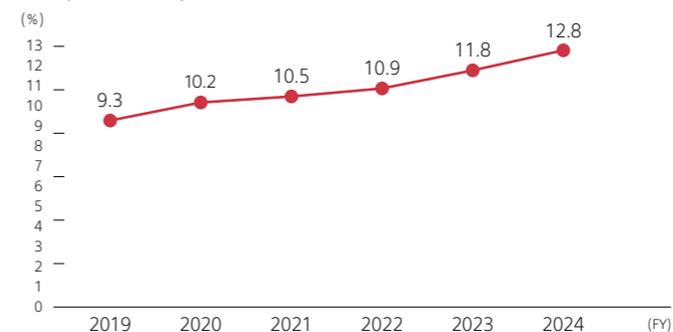
[Sony Group Corporation's Action Plan for the Act on Promotion of Measures to Support the Development of the Next Generation \[Japan\]](#)

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

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

[Securities Report \(in Japanese\) \[PDF:2.95MB\]](#)

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



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

| Company | Targets for Percentage of Women in Management Positions by End of FY2025*1 |
|--|--|
| Sony Group Corporation | 20% |
| Sony Corporation | 10% |
| Sony Semiconductor Solutions Corporation | 4.5%*2 |
| Sony Interactive Entertainment Inc. | 15% |
| Sony Music Entertainment Inc. | 28% |
| Sony Financial Group | 18%*3 |

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

*2 Percentage calculated from the numerical target for women in management positions by the end of fiscal year 2025, prescribed according to the total number at the end of fiscal year 2024.

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

Men to Women Earnings Ratio (Sony Group Corporation in Japan)

| Group | | Men | Women |
|-----------------------|----------------------------------|-----|-------|
| Permanent Employees*4 | Management | 100 | 99.7 |
| | Assistant Manager / Leader Level | 100 | 99.0 |
| | Senior Professional Level | 100 | 100.2 |
| | Professional Level | 100 | 103.0 |

Period: April 1, 2024, to March 31, 2025

Figures shown are rounded to one decimal place.

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

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

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

Sony is committed to complying with the disability-related laws and norms of each country and region. Enabling every employee to thrive follows the philosophy of Masaru Ibuka, one of Sony's founders, who said "we had a spirit of autonomy and a belief in creating workplaces that do not offer charity, but rather create an environment that makes it possible for individuals with disabilities to manufacture products that exceed those manufactured by individuals without disabilities." Sony aims to create a work environment that supports career building regardless of disabilities, with the entire Sony Group working to achieve this goal.

Employees with disabilities accounted for 2.75% of Sony Group Corporation's workforce as of March 31, 2025, while the average for the Sony Group in Japan (companies with over 101 employees, consolidated basis) was 2.54%, both above the 2.5% mandated by Japanese law for companies over a certain size.

Sony globally strives to provide LGBTQ+*5 employees with working environments in which they can feel comfortable being themselves, striving to be a leader whilst acknowledging various national and regional considerations and circumstances. Sony Group introduced a Pride logo in fiscal year 2022 to express its embracing of LGBTQ+ employees and the wider community to people within the group and beyond. This logo is used on a global basis for internal and external initiatives relating to LGBTQ+ topics.

Sony is enhancing its internal infrastructure to support diverse employees and aims to provide LGBTQ+ employees worldwide with working environments in which they can feel comfortable being themselves, while respecting national and regional contexts. As a group-wide initiative, since the fiscal year ended March 31, 2023, Sony has introduced a pride logo, featuring a Sony logotype in rainbow colors, to visually express Sony's respect and support for LGBTQ+ employees and communities, both inside and outside the Sony Group.

*5 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).

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. We develop a variety of activities to promote participation of individuals of diverse values, languages and cultural backgrounds, beyond people whose first language is Japanese. One such initiative is Sony's consultation hotline where we receive feedback and help resolve issues, while also providing feedback collected via surveys and interviews to Sony Group companies in Japan, which leads to improvements in the work environment. To further meet employee needs, we are developing in-house infrastructure to eliminate language barriers, and hold intercultural exchange events to encourage networking, providing opportunities for employees to connect across organizational and national boundaries. Sony also implements ongoing initiatives to enhance cross-cultural communication skills, including the creation of online training content demonstrating basic approaches for working together with employees from different cultural backgrounds. As of March 31, 2025, approximately 940 non-Japanese nationals work for the Sony Group in Japan across a variety of fields.

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Attracting and Acquiring Diverse Talent

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

Attracting Diverse Talent

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

Varied Recruitment Activities

Sony believes that a dynamic mix of diverse and unique talent fosters innovation and a vibrant corporate culture. We recruit skilled talent from regions around the world, even for locations in Japan, to be more competitive on an international scale, ensure a more global perspective and acquire a greater wealth of experience. We are also involved in international academic conferences for a variety of technological fields to promote global innovation, increase opportunities for internal human resource development and improve our corporate environment.

For recruitment of women, we go beyond simply offering career advice, we work to assuage further concerns or doubts they might have about joining the workforce. We provide opportunities to experience the appeal of our workplace through employee visits and roundtable discussions during a variety of recruitment events, and even allowing them to hear directly from women who will be their coworkers. The Sony Group Portal Site features articles and videos written from the perspective of job seekers sharing how Sony is a place where individuals are respected and everyone can work and thrive regardless of gender or background.

Acquisition of Talent with Specialized Skills

Sony values technology and creativity by actively seeking to recruit highly specialized talent to create new products, content and services. We are particularly focused on talent with cutting-edge IT and AI expertise. To this end, we focus on communicating the ways Sony is an excellent place to work in addition to the appeal of our business, technological capabilities, initiatives and development environment. We create avenues for direct contact between prospective talent and current engineers through unique competitions, workshops and other events created in partnership with internal work groups. "Ideathons" and entrepreneurial internships are among the initiatives we promote to acquire talent for development of our businesses, specifically, the Sony Startup Acceleration Program, new business model development, and a wide range of design work where creativity is paramount to success.

Supporting Women in Science and Engineering Studies in Japan

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

By conveying the appeal of science to students who have not yet chosen a field of study, we encourage them to consider their future career path, transcending company boundaries and helping to expand the future pool of professionals working in scientific fields. The SONY STEAM GIRLS EXPERIENCE, a support program in Japan for women studying science and engineering established in 2024, awards scholarships of up to 1.2 million JPY per year to university students, with a "pass-the-baton" program to instill the excitement of studying and working in science and engineering to junior and senior high school students. Fiscal year 2024 saw over 400 applications with 10 selected for the first class of awardees. In the pass-the-baton program, more than 100 junior and senior high school students had the opportunity to network with scholarship awardees and women engineers in the Sony Group. Through SONY STEAM GIRLS EXPERIENCE, we help to develop diverse talent in science and engineering, increasing interest in these fields among prospective talent while helping to eliminate unconscious bias and anxiety as these aspiring professionals choose a career path.

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

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Meetup for the pass-the-baton program

Transcending Boundaries of Business and Geography

Cross-Business Collaboration

Sony is engaged in a broad range of businesses, and its 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 2024, approximately 1,500 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, 2025, approximately 850 employees were working outside of their home country as part of Sony's global deployment of personnel, in order to transfer technology and knowledge, and launch new businesses. Of these, approximately 90 have been transferred to group companies both inside Japan and around the world to myriad positions, and approximately half of total expatriates play key roles as management. By transcending regional boundaries, we harness expertise for a variety of endeavors, including software development employed in a range of businesses. To ensure

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



International employees at a meeting in the Singapore Office

Broad Career Initiatives

Autonomous Career Building

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

Back in 1966, Sony became the first Japanese company to launch an internal job posting program, which has now been in place for 59 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 2015, we introduced a career development system more focused on the individual, modeled after professional baseball's in-house FA system, where free agent (FA) rights are granted to consistently high-performing employees who can then declare their availability to Sony Group companies, providing those individuals with greater

opportunities to branch out into new fields. We also introduced Sony CAREER LINK, a program in which employees register a profile so they can be contacted by workplaces or HR departments when a position that matches their skills and experience becomes available, expanding on our existing open recruitment system with matching systems to help employees realize their diverse career goals. We also introduced the Career Plus system, which enables employees to access publicly advertised jobs and projects while continuing in their current position, promoting concurrent employment inside the company that expands career options and hones expertise. We also began the Intercompany Side Job Project in cooperation with other companies in 2023, providing yet another way for individuals to take on challenges unrestricted by company boundaries. Every fall, 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 their own career and growth, registering their skills to support autonomous career development that is appropriate to their current career stage. 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.

Autonomous Career Development Initiatives

| | Format | Overview | Timeframe |
|----------------------|-------------|--|-----------------------------------|
| Internal job posting | Application | Employees wishing to take on new challenges volunteer to apply for in-house jobs, supervisor permission not required | Major recruitment: twice annually |
| Career Plus | | Employees may spend some working hours on a different job to experience new work or projects without changing departments | Special recruitment: any time |
| FA (Free agent) | Matching | Consistently high-performing employees are given the rights entitling them to support for transfer to a new position, introductions to potential departments, etc. | Once annually (fall) |
| Sony CAREER LINK | | Employees register profiles for matching with interested departments when there is a job opening | |

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Employee Challenge and Growth

Sony believes that enabling each unique employee to grow and be challenged to their utmost leads to the growth of the company. Our goal is to create a chain of unending growth by being a company that employees choose as a place where they can achieve sustainable growth, and by providing opportunities for the company to support them in taking on that challenge.

To both motivate and promote employee growth, we provide a range of programs to develop individual capabilities and expertise catered to every unique country and region, while also providing on-the-job training in daily work. As a company that does business globally, Sony recognizes the importance of cultivating future business leaders with an international perspective. Accordingly, Sony is implementing initiatives aimed at fostering such employees and creating even more opportunities to support their success.

Learning and Career

Learning and Development

Sony Group believes that the growth of individuals culminates in the growth of the entire Sony Group, so we provide each of our employees with a variety of opportunities to improve their skills, including in-person group training and e-learning.

For example, group companies in Japan are promoting the use of online learning platforms to help employees acquire and reskill for the latest technology and expertise as suited to their individual career paths. We are taking further steps to increase employee motivation to learn by publishing interviews, case studies and data on the employees who engage in independent learning via these platforms. In fiscal year 2024, we further expanded opportunities for employees with diverse backgrounds to connect and learn in real life across

business borders to create new value. In a program for new employees, several training sessions conducted online since COVID-19 were held in person for the first time in five years, welcoming 1,300 new employee participants in Japan. By providing a forum for new employees to talk about their experiences, values and knowledge at work, they discovered new perspectives that would have remained hidden within their own organizations, providing an opportunity for new recruits to connect and learn from each other across boundaries of business and position.

In order to create new value from perspectives of each employee, we must also have management that draws out and embraces those voices. Sony is committed to developing talent with leadership that embraces diverse perspectives, offering a variety of training programs for middle management. These include the continued expansion from last year of training programs for general managers, as well as our new Leadership Training for Embracing Diverse Perspectives program in fiscal year 2024. General managers from multiple companies across Japan gather in person to exchange experiences and insight from their respective organizations to learn ways of thinking that embrace the strengths of members and connect those strengths to organizational results. We further conduct group leadership programs at overseas group companies around the world, transcending regions, for managers in charge of employees. In fiscal year 2024, we provided opportunities for intensive learning designed to help make the most of team members' individuality. Themes included inclusive leadership, managing various opinions and giving feedback.

Learning and Development

| Item | Japan | Outside Japan | Total |
|---------------------------------|---------|---------------|-----------|
| Number of programs | 3,013 | 14,742 | 17,755 |
| Number of times offered | 8,780 | 11,300 | 20,080 |
| Cumulative total participants | 187,315 | 101,629 | 288,944 |
| Cumulative total training hours | 812,621 | 788,865 | 1,601,486 |

Career Support for Senior Employees

In today's era of extended longevity, work and life planning are not uniform. Each individual has different needs and values, and the options available to them are also diversifying. Sony has deployed the Career Canvas Program for veteran and senior employees to encourage them to think about, design and implement their own life plans while working actively within Sony. In line with Sony's founding philosophy of "building one's own career," we offer a variety of programs, including workshops on career development and financial assistance, to help employees relearn how to keep developing themselves. These workshops are held at ages 35, 45, 50-53 and 57, with approximately 1,900 employees within the group participating in fiscal year 2024.

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



The Senior Internship

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Leadership and Future Leaders

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

Sony University

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

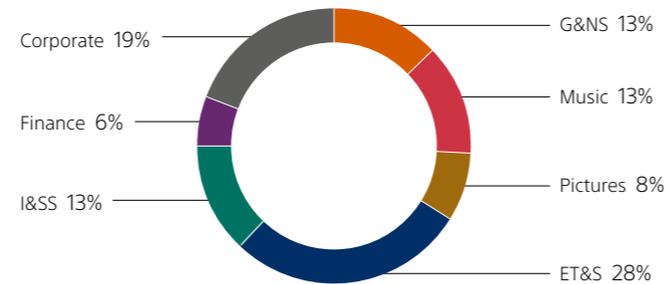
| The Sony University Missions | |
|---|---|
|  | Developing leaders who create management vision and strategy |
|  | Pass down the Sony spirit |
|  | Form personal networks for group management |

Approximately 1,700 employees from businesses across Sony Group worldwide have taken part to date, bringing together a group of people with different backgrounds from all over the world. The diversity of participants continues to evolve in every aspect, coming from the main six business segments.

Sony has established global and domestic Japanese programs with the aim of reflecting the needs of each business. There are three levels: Advanced Program, Elevate Program and Emerging Program. Aiming to become leaders who can drive Sony forward as a creative entertainment company with a solid foundation of technology that makes a difference to its surroundings, participants chosen from Sony Group's various 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 2024, a total of six programs were held in Japan and abroad. The Global Emerging Program was offered in partnership with internationally acclaimed institutions such as University of California, Berkeley, IESE Business School and Singularity University. Participants from Sony Group companies, businesses and other sites around the world attended lectures and engaged in group discussions among themselves and with members of the management teams from various business segments, working to improve their skills and mindsets in areas such as leadership, strategic planning and vision. All participants were divided into teams for theme-specific discussions, with findings presented to management teams. The programs included interactive sessions with several executives, including President and CEO Hiroki Totoki. This expanded the perspectives of participants, while also providing an opportunity for top management to learn more about promising talent within the group.

Sony University Attendance by Business (Fiscal Year 2024)



Participation from diverse businesses

Similarly, Japanese domestic program served to cultivate and strengthen the skills and mindset participants require to take on management roles while also providing an opportunity for mutual study and networking among participants from various businesses. Participants in the Japan Elevate and Leader Programs made group presentations to management teams on business and management practices unique to the Sony Group. Lively discussions ensued with President and CEO Hiroki Totoki and other chief officers, helping to promote participants' learning, broaden their perspectives, and

enhance motivation.

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



Post-presentation photo



Scenes of the participants

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fields and Sony goals. The courses are used by employees to expand their knowledge of specialized subjects, brush up on their knowledge for application in other areas, or re-learn subjects. In fiscal year 2024, new courses were established through partnership with the Technology Strategy Committee to promote the use of content that improves skill in every role, such as explanation of the Japanese music business. Fourteen technical courses in approximately 400 subjects were offered to approximately 20,000 participants, most of whom were from group companies in Japan. Such opportunities are provided in a variety of formats, including online through our content platform, through endowed courses, lectures and training sessions run by external experts and open houses, all to ensure the ideal environment for growth.

Sony Outstanding Engineer Award

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



Sony Outstanding Engineer Award Reception

Corporate Distinguished Engineer Program

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

The Distinguished Engineer's Mission

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

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




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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 employees in Japan and overseas. This annual event has served as a launchpad for numerous research and development projects since it was first organized in 1973. Fiscal year 2024 marked the 52nd time the event was held, with over 20,000 people from Sony Group companies in Japan and overseas attending exhibitions online and in person. The event sparked discussion across the group, showcasing cutting-edge technology by engineers from a variety of segments, while also featuring conferences and seminars from internal and external lecturers, a panel discussion chaired by a DE, meetups to promote exchange across organizational boundaries, bottom-up activities within the group and poster sessions led by new recruits. Sony is a creative entertainment company with a solid foundation of technology, and STEF is a key corporate event that brings employees together to spark innovation throughout the Sony Group. STEF is intended to generate technologies that inspire emotion.



Incentive Remuneration for Inventions

Sony's remuneration system is in place to reward employee inventions and designs innovation. We strive to operate this system fairly and appropriately to encourage employee ingenuity that results in outstanding patents and designs that propel further business development.

We also actively recommend outstanding inventions or designs for external awards, thereby promoting our technological capabilities and design prowess both inside and outside the company, which further helps motivate inventors and designers. At the Japan National Invention Awards (sponsored by the Japan Institute of Invention and Innovation) in 2024, our patented Cu-Cu bonding technology for the semiconductor lamination process won the Prime Minister's Award, and our design for ring-type wireless earphones won the Invention Award.

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

■ Music

Companies within the music group continue to invest in a broad range of initiatives aimed at developing talent across global markets. A key milestone in this effort was the launch of the Global People Promise, which reinforces a culture to deliver exceptional experiences for both creators and employees and reflects the group’s shared values and commitment to fostering a dynamic and inclusive workplace. To support international collaboration and mobility, personnel exchange programs are actively promoted. In fiscal year 2024, Sony Music Entertainment (SME) introduced a global internal career platform, enabling employees worldwide to explore various job opportunities. The platform was developed with inclusivity and mobility as a core principle and is available in eight languages. In parallel, Sony Music Entertainment Japan (SMEJ) implemented the Global Trainee Exchange Program, facilitating talent exchanges with SME and other group entities. These efforts are designed to strengthen global human resource development and unlock new business opportunities through cross-border collaboration. Around the world, Sony Music Group internship programs (i.e. A&R Academy, SMG Impact Fellows) and mentoring programs (Resonance, Global Scholars, ELEVATE, Data Strategy & Analytics Rotation Training) continue to find and develop the next generation of music industry talent.

■ Pictures

Sony Pictures Entertainment (SPE) is committed to supporting employee growth through a wide range of professional development opportunities. We offer global initiatives such as new employee orientation programs across multiple locations to help build connections and foster knowledge sharing. High-potential employees are invited to participate in our global Leadership Academy, held in locations such as Culver City, Miami, and London, where they focus on developing core leadership skills. In the U.S., Canada, and Latin America, our Business of Entertainment programs enable our employees to build their business acumen - covering topics like SPE

strategy, financial literacy, strategic thinking, market data analysis, and competitive/consumer insights. Additional offerings include quarterly skill-building workshops, team development resources, executive coaching and succession planning to support long-term career growth.

■ Game & Network Services

Sony Interactive Entertainment is committed to providing clear and timely internal communication, developing the unique capabilities of employees, and cultivating its managers and leaders. Goal setting, career conversations, and achievement check-ins are programmed throughout the year and facilitated through Workday. The People Leader Lab series focuses on leader development at various levels of seniority, from ICs to Senior Leaders. This year, a new all-employee program, Leading Self, was released and focused on honing influencing skills, increasing emotional intelligence, and managing one’s career. Engagement initiatives include internal campaigns designed to celebrate the release of new products and educate employees on their features, as well as community events such as Halloween, an annual internal gaming tournament, and `retro` demo days, designed to connect employees to each other and foster a sense of belonging.

■ Entertainment, Technology & Services

Sony Corporation (SEC) is committed to strengthening human resource development through a two-pronged management policy that prioritizes a business structure balancing maintained profitability with growth strategies, placing great value on the various talent of their employees, and working to maximize their unique abilities. Ongoing programs at all levels are available to everyone, from candidates for the next generation of management to key talent still in their late 20s. This ensures the company is constantly working to develop leaders who encourage differing views while also focusing on supplying a variety of communication opportunities and encouraging new challenges that drive a better corporate culture including open and transparent communication, respect for differing views and challenging ourselves without fear of failing. In fiscal year 2024, SEC implemented new training for middle management, such as workshops on leadership to disseminate our

vision and task management to improve operational capabilities. We also launched the cross-departmental Cross Career Mentoring Program, which aims to develop key personnel in one-on-one and group mentorships. Expanding systems further support employee education and career development, encouraging all employees to improve their levels of expertise, learn the latest technologies and obtain qualifications.

In addition to these top-down measures, we support bottom-up employee-led initiatives to further the creation of an inclusive workplace.

■ Imaging & Sensing Solutions

In Imaging & Sensing Solutions, Sony Semiconductor Solutions (SSS) and Sony Semiconductor Manufacturing (SCK) partnered to implement measures to strengthen integrated operations within the SSS Group. New employees are provided with opportunities to learn about Sony history and the SSS Group management philosophy and value chain, including several courses previously offered at middle management of SSS being made available to SCK in fiscal year 2024. A new intra-group Career Plus system was implemented in SSS and SCK as a way to provide cross-company opportunity.

Part of stratified initiatives at SSS included measures to improve middle management leadership, programs to revitalize the organization, as well as training and group coaching for potential future management talent. Across the company, mechanisms were introduced to promote employee career development and reskilling, including a website where employees can search for individual organization business activities and initiatives, educational content and career information, all to create an environment where all employees can thrive.

■ Financial Services

The Sony Financial Group (Sony FG) established a human resources strategy based on the concept of “partnership between employees and the company” in order to realize Our Vision from a human resources perspective that leads to sustainable group-wide growth. Rather than simply asking employees to work harder or implementing unilateral measures, Sony FG aims to realize Our Vision, “Pursuing lives filled with emotion, together,” through a partnership between employees and the company that leads to mutual growth. With this partnership based on Our Values, measures are in place to

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connect employees and the company. Part of Our Values is “Keeping in sync with you,” so Sony FG is promoting active participation of all employees and establishing systems related to well-being. Another of Our Values is “Cultivating our own identity,” so Sony FG has implemented a group-wide internal job posting system, the group-wide Sony FG2030! training system to develop leaders, and the Cross-Mentoring Program. The final part of Our Values is “Taking a step forward,” so Sony FG holds the Sony Financial Group CHALLENGE AWARD in recognition of individuals and teams who have taken on new challenges through creativity and ingenuity. Each initiative provides an opportunity for employees and the company to communicate and consider Our Vision and Our Values together, leading to a stronger partnership.

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Creating an Environment where Individuality is Maximized

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

Organizational Culture and Communication

Communication

Sony values communication among employees across workplaces and departments fostered by a culture of freedom and openness that has been passed down since the founding of the company. The exchange of diverse opinions generates new ideas that lead to value creation.

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 are provided through in-house websites, and communications are exchanged via e-mail and other media. Sony also works to create many other opportunities for direct dialogue between top management and employees. For example, Sony management holds regular informal gatherings and town hall meetings with employees, which cover a wide variety of themes, from technology to management. By sharing opinions from both perspectives, not only do employees gain a closer affinity with

management, but the views of employees can also be used to enhance the quality of management.

Employee Engagement Surveys

Sony implements a single employee engagement survey across all of its businesses worldwide to collect information that is used to increase the engagement of each employee and energize the organizations. The survey gathers and analyzes information on key factors for continuously improving employee engagement, such as employees' trust in the company and attitudes about value creation, work efficiency and effectiveness, 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.

An increasing number of people in the Sony Group feel that cross-organizational collaboration and decision-making have become more efficient, and also feel that the feedback they receive is beneficial to their personal growth. Furthermore, the engagement index remained favorable for the second year running. These results are used as the basis for detailed analyses of each organization followed by discussions on organizational improvements primarily among senior management. The improvement initiatives are also shared with employees via the corporate intranet and general meetings, with periodic review of results to monitor progress. Survey results and comments received are harnessed by managers at each organization to address specific issues and facilitate discussions with employees on improvements that can be made. Sony makes the most of these employee surveys to shed light on employee engagement and promptly incorporates results into ongoing discussion and action at every organizational layer.

Employee Engagement Survey Results

| | 2022 | 2023 | 2024 |
|----------------------------|------|------|------|
| Survey Response Rate | 93% | 93% | 92% |
| Employee Engagement Index* | 90% | 90% | 89% |

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

* Some of the four questions in the employee engagement index were replaced in 2023, so the 2022 index is also listed in the same group of questions.

Communication Among Employees

Free and open corporate culture allows communication between employees both inside and outside the workplace. To promote communication, Sony Group companies in the pictures 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 7% of the overall workforce (at consolidated sites) is unionized.

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Work in Life

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. Based on the belief that both work and private life are important in shaping the lives of our employees, Sony offers flexible working provisions and work conditions while adhering to the customs and laws in the countries and regions where we operate.

Each employee of the Sony Group plays a part in the sustainable growth of the company. Sony has an important responsibility to create inclusive workplaces with attractive working conditions, and to encourage ways of working that enable employees to make the most of their talents while balancing their work responsibilities with events in their personal lives, including parenting, nursing care, and medical treatment. Sony recognizes the need to accommodate different ways of working to secure the health and motivation of employees. Based on this approach, Sony has employed a flex-time system and a discretionary working system in Japan since the early 1990s, which enable employees to have versatile work options. Group companies in Japan began implementing a work style reform project in 2017, working to ensure employee awareness of existing systems put in place to avoid overtime and promote taking annual paid leave. Through this project we foster a work environment that is both physically and mentally supportive of our employees. In addition, as telework has become more established during COVID-19, 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 22.2 hours in fiscal 2024, a fourth consecutive decrease. Last year, Sony Group Corporation employees used an average of 14.2 days of paid leave, and employees of the Sony Group in Japan used an average of 14.0 days surpassing the average usage of 11.5 days among corporations based in Japan.

Flexible Work Options for Varied Lifestyles

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

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

The company has a flexible work policy, which broadened the scope of its former telework policy in 2018 by making all employees eligible and expanding the number of telecommuting days available to employees. In 2020, we abolished the core hours that were part of the flextime policy to create an environment that allows for more flexible and efficient work styles. We continue to expand programs to provide employees with flexible and efficient work options, including the introduction of workations in 2025, 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.

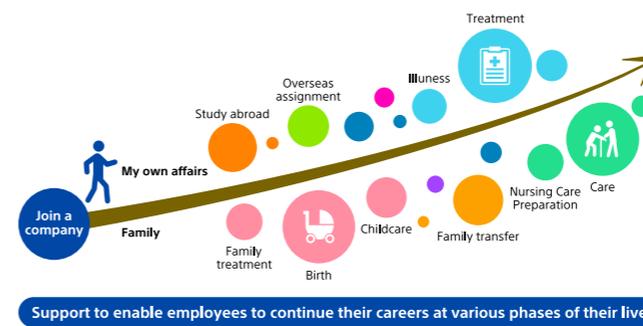
Supporting Employees Balancing Work with Childcare, Nursing Care, and/or Medical Treatment

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 childcare, 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, and “life vacations” and “accumulated leave,” which can be used for the purposes of childcare, fertility

treatment, nursing care, and cancer treatment. Employees are also able to take advantage of reduced working hours. There are also systems in place to ease the financial burden of life events, such as our childcare and nursing care leave grant, which enables employees to take leave without having to worry about finances, and partial subsidies for the costs of babysitting or infertility treatment. In 2025, we plan to expand these leave and financial assistance programs to include egg freezing.

Our Career Plus Leave Program creates a more flexible environment to support career development during parenting or nursing leave by facilitating work from home or by subsidizing language courses and other programs, allowing employees to use their leave more effectively, both personally and professionally.

[Sony Group Portal Website](#) | [Symphony Plan: Sony's Work-Life Balance Support System](#)



[Sony Group Portal Website](#) | [Diversity Step by Step: Certifications and Awards \(in Japanese\)](#)

Major Work-Life Balance Policies (Sony Group Corporation)

- All employees eligible for a workation, or to work from home, a satellite office or elsewhere remotely
- Use of paid annual leave by all employees
- Life vacations (leave covering the time required for hospital appointments)
- Accumulated leave

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- Support for continued career development by employees during childcare leave, nursing care leave or flexible career leave to accompany a spouse (subsidies for education expenses while on leave)

Childcare

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

Care

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

Treatment

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

Promoting Work-Life Balance

In addition to establishing programs that promote work-life balance, the Sony Group in Japan strives to create a corporate culture in which employees seeking to balance the demands of childcare (or nursing care) and work can build a career that suits them. We hold a seminar to consider work and childcare from a variety of perspectives, updating the concept of childcare in terms of taking leave, as well as considerations for the parent's partner, boss and coworkers. We further want to encourage male employees to take childcare leave, so we hold the Childcare Experience Workshop. Here, a guest instructor helps replicate the physical changes women experience during pregnancy and prepares male employees for care of a newborn by using a robot that imitates a child's movement. We also distributed the Fathers on Childcare Leave video series, which features interviews with male employees about their personal experiences when taking leave, and also launched the Dad Community network in which male employees can volunteer to participate. As of the end of fiscal year 2024, the ratio of male employees taking childcare leave at Sony Group Corporation was 79.7%, 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.

Sony established a partnership with a daycare provider to assist employees of Sony Group companies in Japan who find it difficult to secure daycare for their children and return to work. This enables the use of corporate-led daycare facilities* throughout Japan and facilitates greater choice. To meet the needs of the growing number of family caregivers, Sony also conducted seminars and lectures on strategies for balancing nursing and work, while providing essential information about nursing through initiatives such as training programs promoting understanding of this issue among the caregivers themselves as well as their colleagues and managers. We are also a part of the Excellent Care Company Club, a cross-industry research group that addresses the issue of balancing work and care, and are discussing measures with participating companies in order to resolve the issues presented by a rapidly aging society. Through

these initiatives, Sony provides various types of support to meet each individual's needs, helping employees to continue developing their careers while balancing it with parenting and nursing.

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



The Childcare Experience Workshop replicates the physical changes experienced during pregnancy

Main Initiatives at Sony Group Locations Around the World

■ Japan

In Japan, Sony is building a corporate culture in which employees can continue to build their careers throughout the events in their lives. This is supported by domestic initiatives such as the Symphony Plan (a system to support employee work-life balance), childcare seminars and social events, distribution of interviews with men at Sony who have taken parental leave, partnership with daycare providers, seminars and training for nursing care, regularly held community meetings run by employee volunteers and provision of financial planning consultations. We also conduct training for management to help them understand and support employees who are balancing childcare, nursing care or medical treatment.

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■ Global

Sony Corporation of America provides subsidies for the Back-Up Care program, which offers a network of high-quality childcare centers and homecare providers for children and adults. The Company also partners with external organizations to ensure that employees and their families have access to mental health support at any time.

Sony Pictures Entertainment has introduced a new program to help women manage their overall health with comprehensive perimenopause, menopause, and midlife care to remove barriers to treatment and improve health outcomes with timely virtual access to expert medical providers, coaching and personalized education.

Sony Music Entertainment remains committed to fostering a more balanced and flexible work-life experience for employees worldwide. Recent initiatives include subsidized childcare and paid carers leave in the UK, enhanced paid time off, and expanded insurance coverage for family members across many regions in Asia, as well as paid pre-natal leave in the US. Additionally, the company continues to assist employees in managing unforeseen caregiving responsibilities by offering subsidized back-up childcare or eldercare services in both the US and UK. These efforts underscore Sony Music's unwavering dedication to supporting employees and their families at every stage of life. Sony Music Publishing (UK) launched its childcare contribution system, a workplace childcare benefit, and equal parental leave for employees regardless of gender. Sony Europe supports employee well-being through over 100 trained Mental Health First Aiders, manager training, and webinars on mindfulness and personal development. 1,380 employees participated in Sony Summer Challenge fitness fundraising for important charities. Menopause training was provided for managers in UK and Sweden.

Workplace

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

Fostering Sony's Corporate Culture

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



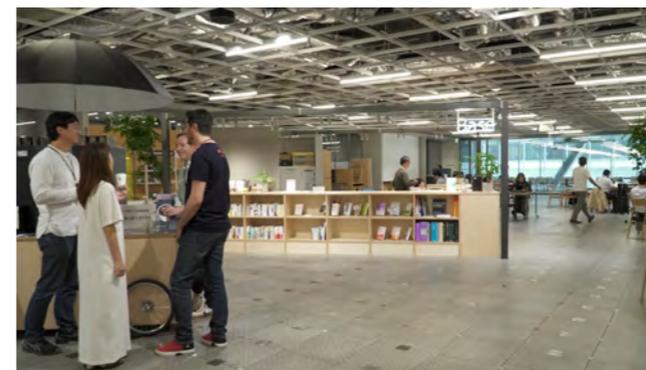
Entrance hall of Sony City

PORT: A Collaborative Platform for Employee Development

Sony recognizes the importance of supporting diversity to create new value and fostering a culture where our diverse businesses and the employees who drive them continue to learn from each other and grow. With PORT, we aim to stimulate group employees' unique aspirations to create the future of Sony through combinations that spark exciting reactions and spur growth.

Sony City and Sony City Minato Mirai are hubs for employee training, workshops and online distribution. There are also virtual spaces for online gatherings, which our approximately 110,000 Sony Group employees can access from anywhere, enabling employees of various backgrounds to organically connect across businesses and geographic boundaries.

PORT embodies this concept of connection through a large number of spontaneous employee-led lectures, study sessions, workshops, and lecture series. In fiscal year 2024, more than 1,800 events, mainly online, were held, bringing in more than 40,000 participants over the year. Events ranged from employee-run lectures providing detailed insight into Sony's diverse businesses and study groups and workshops on technologies common across the group, to lecture series on personal and skill development, some even featuring overseas group company employees. We also provide opportunities for further growth including regular study sessions, reading groups for lectures and practicums. Actively supporting the creation of spaces for employees to take the lead on their own development, PORT is home to over 50 communities, all places to connect and share knowledge in order to further bolster community spirit, learn and encourage engagement in both work and private life.



PORT supports voluntary activities for employees to learn

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.

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BRIDGE TERMINAL at Sony City Osaka

Enabling Flexible Work Styles

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



Photo: ©Nacása & Partners

Activity-Based Working

Sony's offices utilize open floor plans that encourage collaboration and foster the creativity and productivity of employees.



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

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 for our diverse workforce.

Creating Comfortable Working Environments

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 different 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.

Family Value Initiatives

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

Family Day

Family Day is a "bring your family to work day" that allows the families our employees hold dear to see where our employees actually work and meet their bosses and coworkers, fostering a deeper understanding between the families and workplaces that support our employees. We also improve employee engagement by holding other events where employees, their families and coworkers can have fun while experiencing Sony business and technology.

School Satchel Presentation Ceremony

Starting in 1959 at the suggestion of founder Masaru Ibuka, Sony presents school satchels and stationery sets to children of employees who are starting elementary school. The event is held to convey Sony's commitment to employees and their families, nurturing future generations, and remaining a meaningful part of society. In fiscal year 2024, we presented gifts to a total of 1,745 incoming first graders across 39 Sony Group companies in Japan. These gifts are given to children at presentation ceremonies that celebrate both the growing child and their family, conveying the importance of continuing to pursue dreams and take on challenges.



Chief People Officer (CPO) Yasuhiro Ito presenting school satchels to first graders

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Maintaining and Promoting Health

Health and Productivity Management Initiatives

Sony believes that the number one driving force behind inspiring excitement is the health of our employees. A variety of information must be provided to ensure people and organizations develop level of health literacy high enough to ensure employees can work actively in their own ways, so we must promote a corporate culture that values employee physical and mental well-being. We promote health and productivity management from a variety of angles, always focusing on the fact that improving employee well-being is essential for sustainable growth of the group.

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, from provision of carefully considered support to each of our employees and education and training for management, to disseminating information and other initiatives to raise awareness.

Promoting Mental Health

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

Stress Checks

A stress check and health management survey conducted with

approximately 40,000 employees across 44 group companies in Japan revealed the importance of work-life balance and the ability to work utilizing one's strengths as ways to increase engagement. We also found that a workplace environment where people felt psychologically safe and cared for contributes to engagement. Support for individual employees and organizational support are both key to a vibrant organization.

Results of stress checks (92% response rate) are used to provide individual self-care support, as well as to conduct group analysis aimed at improving the work environment. Results are used to provide feedback to management of each working group, and review meetings are held with teams of medical professionals including occupational physicians, public health nurses, and clinical psychologists. Through this and other efforts, Sony is working to build vibrant workplaces that feel rewarding to work at. In addition, Sony goes beyond aggregating data by workplace to also perform analysis based on attributes such as job title, age group and the work styles at each workplace, including the number of days spent at the office. Information is provided to personnel in charge and workplace managers as appropriate as a basis for discussing issues and countermeasures with medical teams.

Upon provision of feedback to workplaces, we also speak with management to collect best practice examples of particularly innovative or effective workplace initiatives. Such examples are compiled into a guidebook for improving the workplace environment which the medical team shares with management. In fiscal year 2024, we also worked with HR and other relevant departments to analyze the cause of mental health issues, and having identified risk factors, are providing support and assistance for high-risk workplaces.

Individual Employee Support

Increasing every person's mental health literacy is vital to providing individual support, so we broadly disseminate information via means such as new recruit training, health and safety committees, and the company website. Through these, we provide useful information on how to work in a healthy manner, including self-care methods, maintaining work-life balance and when to seek professional advice. In cooperation with HR and other relevant departments, we also hold

mindfulness workshops and trial sessions for employees, and in addition we planned and provided opportunities for employees' families to take part too.



Mindfulness workshop at PORT Shinagawa

Organizational and Managerial Support

We believe managerial support is a vital part of overall organizational support, so we provide training to help management improve their skill in handling mental health issues among their employees, as well as managerial workshops that incorporate content tailored to the needs and challenges of individual companies. Workshops are planned and implemented by a team of occupational physicians, public health nurses and clinical psychologists who provide information based on circumstances unique to the individual company or organization, ensuring it is easy for employees to seek professional advice. We also hold forums to encourage communication between management and help them establish lateral connections.



Managerial Workshops

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Building a Consultation System

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

Health Management for Employees Who Work Long Hours

We actively work to keep up with changing working styles to create a workplace environment where long hours do not negatively impact employee health, engagement or the overall health of the organization. We provide education and training to help management improve employee literacy regarding work and health management. Employees who work long hours are provided consultations with occupational physicians and public health nurses, as well as opportunities for consultation and discussion with management and HR to ensure an equitable distribution of burden. The number of employees requiring this counseling has decreased for four 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. We are actively working to raise awareness of cancer treatment-work balance consultation services, providing professional support so that employees who continue to work while undergoing treatment can choose from a variety of flexible work styles. This support includes consultations with public health nurses who are qualified as work-life support coordinators. We also hold seminars for all employees to raise awareness of cancer prevention and early detection, encourage those requiring further examination during checkups to follow through, and conduct cervical cancer screening for young people.

Women's Health

It is important to address issues specific to women and ensure coworkers understand diversity in terms of health and health issues in order to create an environment where women can thrive. In fiscal year 2024, we conducted training for all employees to raise awareness of health issues that occur during the course of their careers, including menstruation, preconception care*, menopause for men and women and cancer, as well as basics of workplace communication. For new female recruits, we conduct fact-finding surveys and health consultations that focus on health issues specific to women and balancing work and family life. We held events to celebrate women's health, including Pink Ribbon Month and World Menopause Day in October, as well as International Women's Day in March, all in order to provide opportunities for people of all genders to learn about women's health. Sony's support hotline for women's health issues is always open, providing individualized support for health issues specific to women, from occupational physicians, public health nurses and midwives.

* Preconception Care (definition courtesy of WHO): Provision of biomedical, behavioral and social health interventions to women and couples before conception occurs.



Women's event

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Preventing Lifestyle Diseases

Preventing lifestyle diseases caused by lack of exercise and/or sleep, irregular eating habits, and other aspects of an imbalanced lifestyle is a major challenge for corporate employees. Sony makes sure that employees undergo comprehensive medical checkups and examinations and then receive personal health advice from occupational physicians and public health nurses, as well as support for follow-up examinations at medical institutions if needed. Sony also focuses on counseling and advice dealing specifically with managing metabolic syndrome. Additionally, Sony implements various initiatives to set employees up for better lifestyle habits and increase health literacy. These initiatives take into account analysis of data on employee health issues compiled by organization, based on data from employee medical checkups. Sony has placed particular focus on measures to tackle a lack of exercise, which has become an issue as hybrid work becomes more common. We run events that provide opportunities for physical activity and encourage exercise, including seminars aimed at forming exercise habits and building communities to support regular exercise, as well as to check posture and body composition.



A posture check event

Helping Employees Quit Smoking and Preventing Passive Smoking

Sony actively encourages employees to quit smoking and works to prevent secondhand smoke from affecting non-smokers. In order to eliminate unwanted secondhand 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. Occupational physicians and public health nurses work closely with employees who are smokers to provide one-on-one counseling and support to ensure that they correctly understand the health risks to themselves and, through secondhand smoke, to those around them, and to motivate them to quit smoking. These efforts are gradually reducing the percentage of smokers in the Sony workforce. However, new smoking-related issues have emerged, including smoking at home and passive smoking, and heated tobacco products and other new methods of smoking are also issues. In fiscal year 2022, Sony provided e-learning on preventing secondhand smoke and encouraging people to quit smoking in addition to an on-demand course to raise awareness of the risks associated with heated tobacco products.

Health Management for Employees Transferred Overseas

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

Sony is also focusing on improving the workplace environment and supporting the mental health of employees assigned to new posts

through measures such as stress checks and training for management. In addition, Sony works to prevent disease and mitigate risk, with occupational physicians visiting sites and medical facilities overseas to observe actual conditions and provide the support that employees working overseas need in order to feel secure.

Infectious Disease Measures

In addition to protecting employees who are active globally from the threat of infectious diseases by bearing the cost of necessary vaccinations for employees who work in or travel on business to countries at risk and their families, Sony also provides information on safety and infectious diseases in specific countries before employees travel to their post. Sony also issues alerts regarding infectious disease in specific countries, and implements safety measures such as restrictions on business travel under certain circumstances. In Japan, Sony responds to instances of infectious diseases such as COVID-19, novel influenza, tuberculosis, rubella, and measles by collaborating with government bodies and taking action in line with the BCP. It also takes infectious disease prevention measures to protect employees performing certain duties, including providing infectious disease prevention training and recommending vaccinations to employees who enter medical facilities as part of their work.

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