

SONY

2023 RIETI/ Waseda
Digital Reskilling Symposium

Sony's DX Strategy and approach towards digital reskilling

Tsuyoshi John Koderu

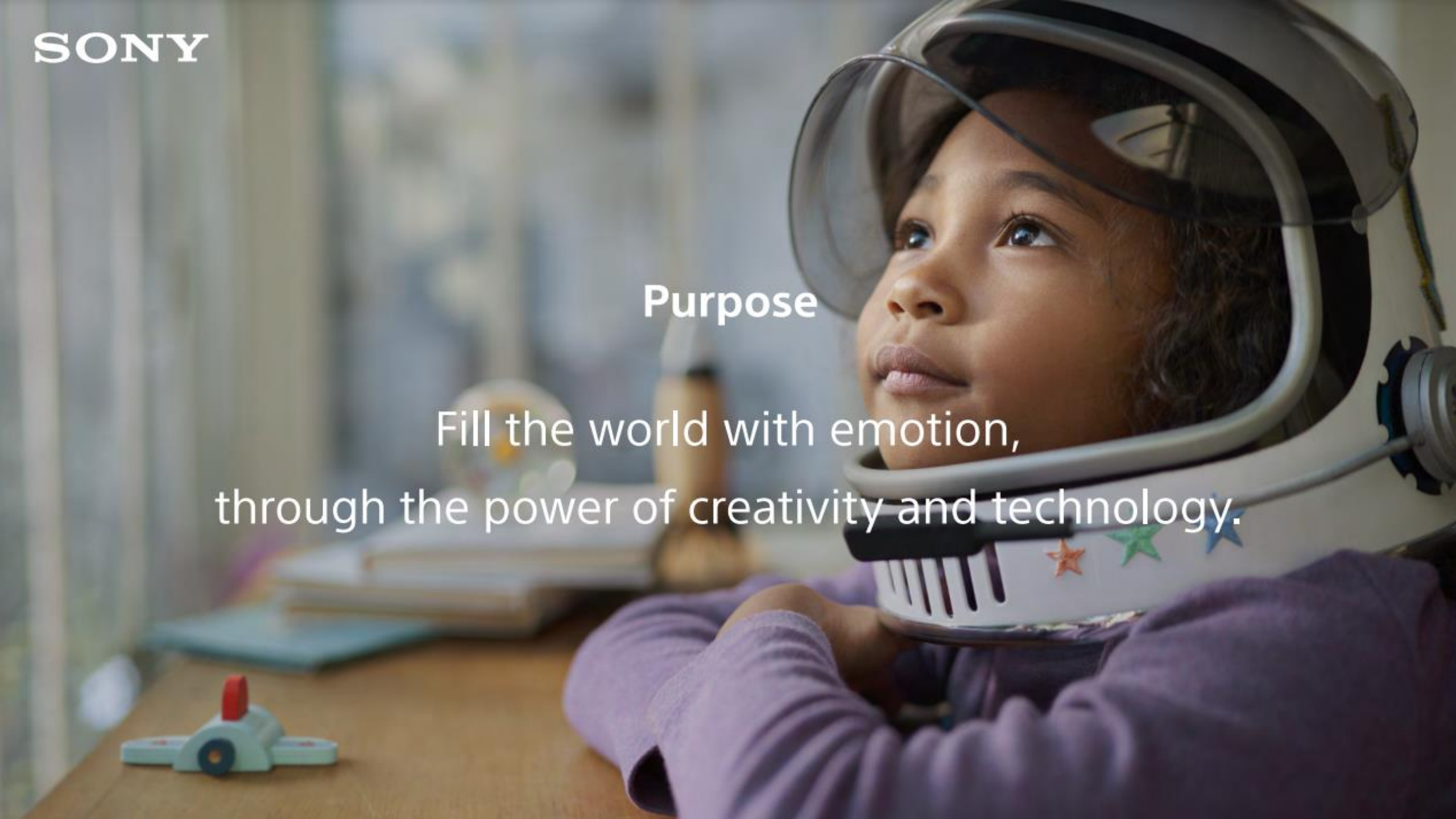
Sony Group Corporation
EVP CDO/ CIO

November 22nd, 2023

SONY

Purpose

Fill the world with emotion,
through the power of creativity and technology.





Getting Closer to People

People connected with Sony



- Gamer
- Music Listener
- Movie fan
- Anime fan
- Sports fan
- Product fan
- Insurance user
- Bank user
- Creator
- Artist
- Contents Creator
- Producer
- ... etc.

“Getting Closer to People by providing a better customer experience leveraging detailed customer insight”

Various Lens
• Diversity



Product·Service Experience
Discovery of Content&Service
Immersive Experience

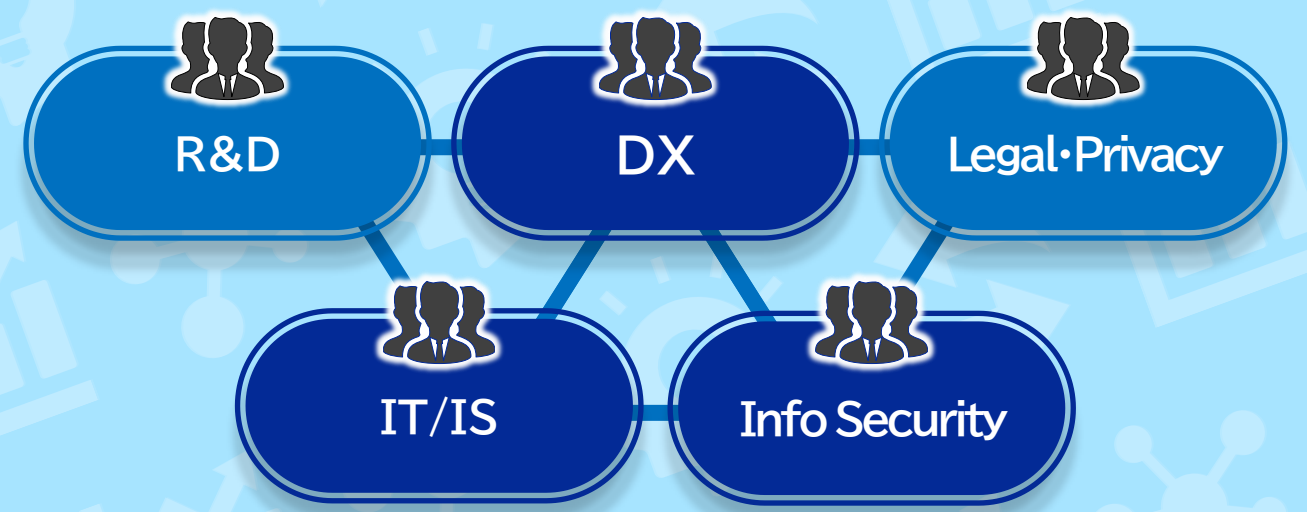
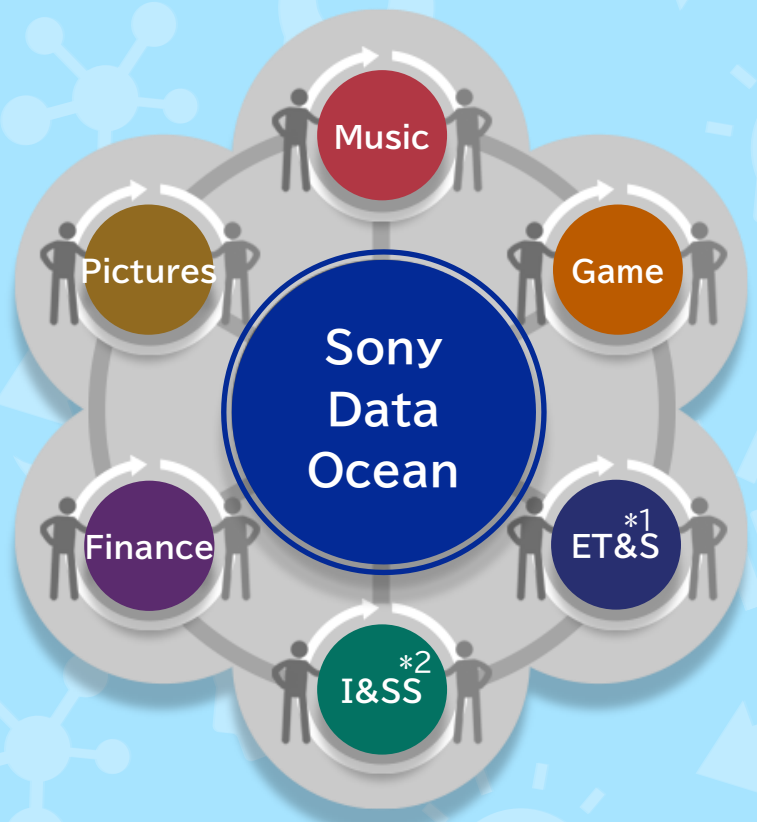




Collaborative Creation through Data

Six Business Units

「Business Enablers」
for Sony Group



*1 Entertainment Technology and Services, *2 Imaging and Sensing Solutions



Sony Data Ocean

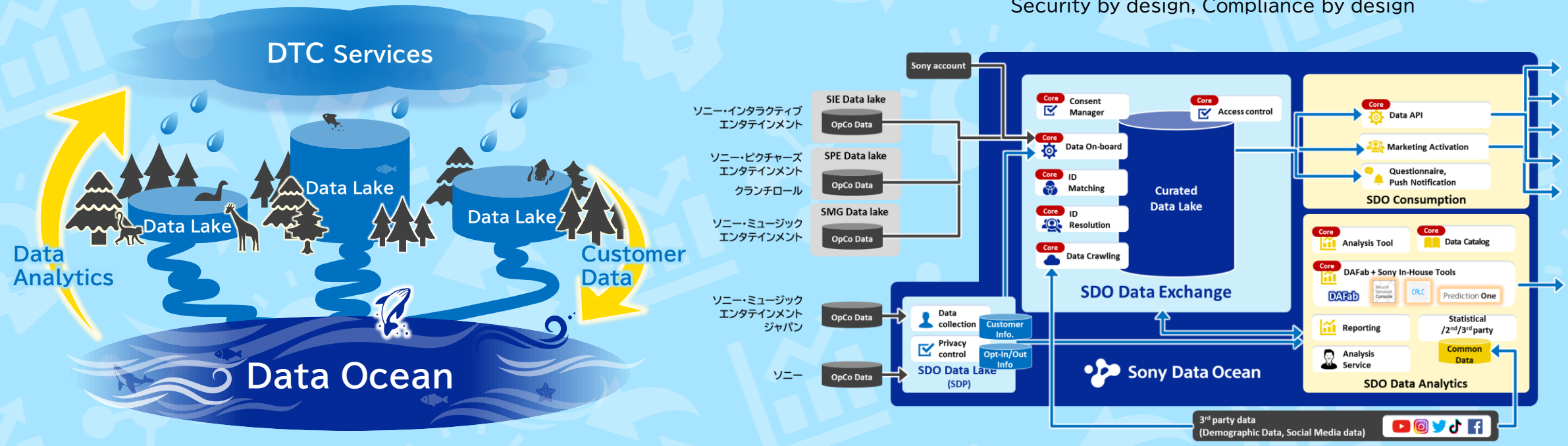
Sony Group's Data Exchange Platform

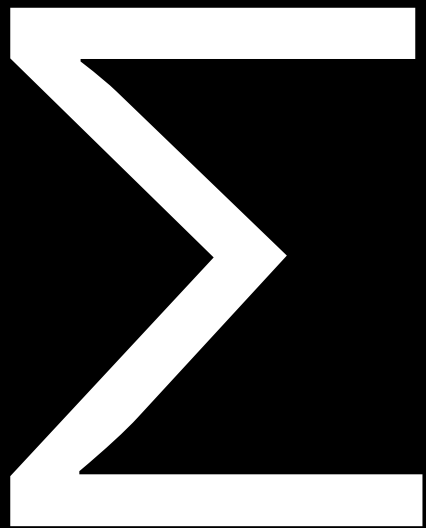
Sony Group's Data Eco cycle



Safe and Secure Guardrail Design

Security by design, Compliance by design





**Growth of
Diverse
Individuals**

=

**Growth of
entire Sony
Group**

Sony's People Philosophy

Special You, Diverse Sony



**Special
You**

Shape and advance your career.
Feel the emotion of opening up your own future.
Relish your dreams with the spirit of
freedom and open-mindedness.

**Diverse
Sony**

Sony promotes a culture that values diversity.
A place where people stimulate
each other to create new value.

**Attract
Talented
Individuals**

**Develop
Talented
Individuals**

**Engage
Talented
Individuals**

People strategy centered on diverse individuals.

Attract Talented Individuals

Executing DE&I Focus Areas based on the Business, Cultural and Social Environment in respective regions

北米

G&NS*1

Plan	DIVERSE WORKFORCE	INCLUSION & BELONGING	LEADERSHIP
Strategic objectives	Meet or exceed market availability for gender and ethnicity diversity at all levels and all functions	Build a culture of belonging for our members	Establish a culture of belonging for a diverse talent for a career in the gaming industry to inspire greater diversity in games and accessibility in products
5-year Goals (After Mar 2023)	<ul style="list-style-type: none"> Global: Meet or exceed goal of 35.5% total women leadership (P&L based goal 32% including executive P&L role of separation) Establish an "Inclusion & Belonging" index on the GLE survey and implement actions to improve our belonging score key Create Pipeline Career Pathways program to offer scholarships, mentoring, and early career support to diverse and underrepresented talent for a career in the gaming industry 	<ul style="list-style-type: none"> Global: Meet or exceed goal of 35.5% women representation in leadership (P&L based) Establish an "Inclusion & Belonging" index on the GLE survey and implement actions to improve our belonging score key Create Pipeline Career Pathways program to offer scholarships, mentoring, and early career support to diverse and underrepresented talent for a career in the gaming industry 	<ul style="list-style-type: none"> Global: Meet or exceed goal of 35.5% total women leadership (P&L based goal 32% including executive P&L role of separation) Establish an "Inclusion & Belonging" index on the GLE survey and implement actions to improve our belonging score key Create Pipeline Career Pathways program to offer scholarships, mentoring, and early career support to diverse and underrepresented talent for a career in the gaming industry

Pictures

SONY PICTURES ACTION! UNITE... ANGER AS ONE.

PEOPLE: ARRAY PREVIEW, CREATIVE DIVERSITY DRIVE

CONTE: PARTN, AMERICAN BLACK FILM FESTIVAL

COMMU: TRUST IN PUBLIC LAND

Music

Mobility, Impact, Leadership, Equity, Safety

SONY OUT FOR UNDERGRAD, MAIP, ATBL, glad, SCHOLARSHIP SUPPORT PROGRAM PLUS, Disability:IN, LEAN IN, MLIS

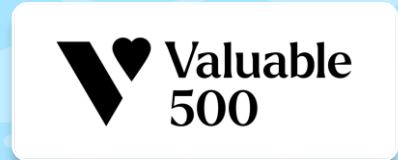
日本

ET&S*2 **I&SS*3** **Finance**

TECHNOVATION Girls Japan, Sony's Life-Work Support Scheme: Symphony Plan, Discover Sony 編集部インターン生紹介

Discover Sony 編集部インターン生紹介

プログラミン教室, エ学→ 履修学, インフルエンサー, メディア研究, キャリア支援カフェ, ワイン 微生物



*1 Game and Network Services, *2 Entertainment Technology and Services, *3 Imaging and Sensing Solutions

Develop Talented Individuals

The evolution of Sony University that develops future leaders (Promotion of Diversity)

President
Toru Katsumoto
Sony Group Corp
Senior Advisor



Sony University Mission

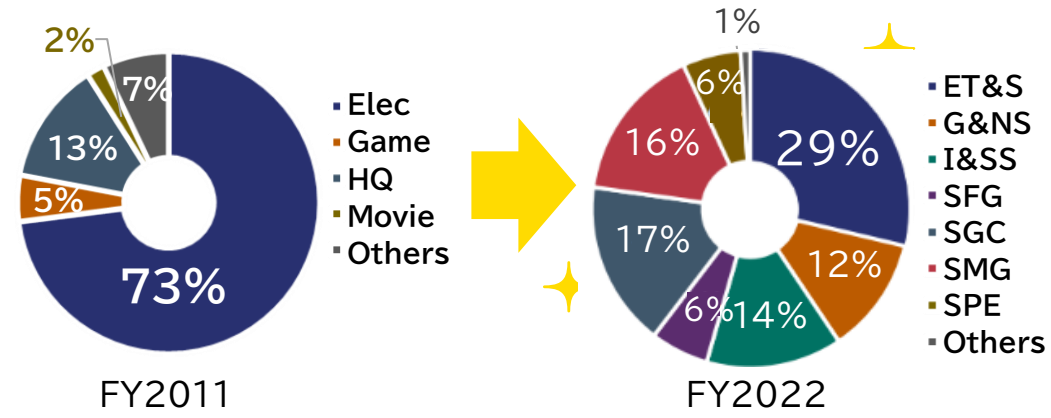
1. Cultivate talent who can create and lead management vision and strategies
2. Pass on the Sony Spirit
3. Create a network for group management

Sony University

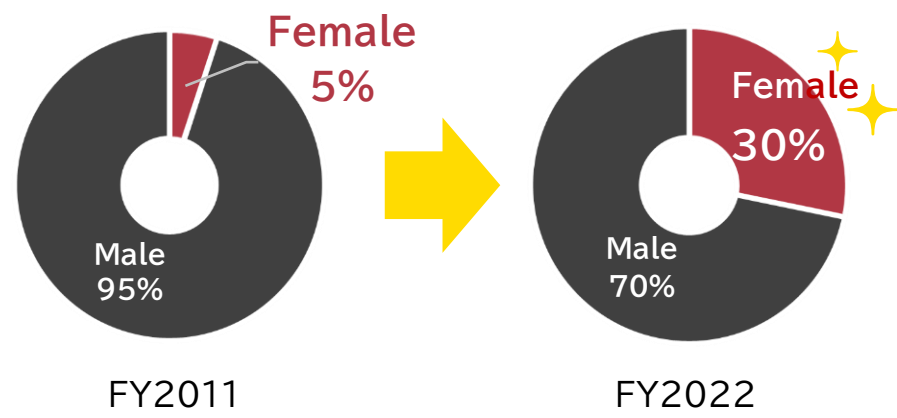
Established: 2000年
Cumulative Number of Participants : Approx. 1,400
Partner training institutions include:



Mainly Electronics → Diverse Portfolio



Female Participants 5% → 30%



Develop Talented Individuals

"Technology Strategy Committee"

1,500 engineers participating in activities annually

G&NS ^{*1}	Music	Movie	ET&S ^{*2}	I&SS ^{*3}	Finance
	Mechanical Strategy Committee				
	Optics Strategy Committee				
	Software Strategy Committee				
	LSI Strategy Committee				
Information Processing Strategy Committee					
Device & Material Strategy Committee					
	Electric Strategy Committee				
Production Engineering Strategy Committee					
	Design Process Strategy Committee				
Content Technology Strategy Committee					



Diverse activities optimized for each area of technology

<p>Community activities</p> <p>to continuously exchange information and opinions</p>	<p>Lectures</p> <p>by prominent professors/engineers from inside and outside the company</p>	<p>Study Group/ Technical Training</p> <p>to learn fundamental technologies from in-house experts</p>
<p>Skill test</p> <p>to grasp the skill level of employees</p>	<p>Exhibitions/ Forums</p> <p>to promote technological exchange among employees</p>	<p>Rotation in other fields</p> <p>such as visits to other organizations, short-term in-house overseas study,</p>

*1 Game and Network Services
 *2 Entertainment Technology and Services
 *3 Imaging and Sensing Solutions

Engage Talented Individuals

Employee Engagement Survey Result

	2020	2021	2022
Participation Ratio	91%	91%	93%
Engagement Index*	88%	89%	89%

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

Systems That Spur People on to New Challenges



Internal recruitment system



Internal FA system



Career Plus

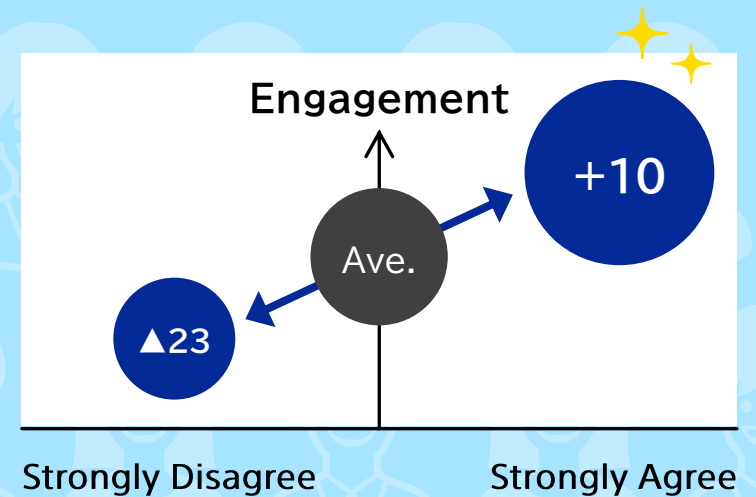


Sony CAREER LINK

Sony offers a wide range of systems that enable people to take the lead in shaping their own careers.

(FY2022)

Engagement Data Correlation Analysis



Engagement among those who answered that there are opportunities for learning and growth is "33pt" higher.

Leverage Diverse Portfolios and Technology to strengthen one's ability and broaden its field, to create added value

Technology

People Strategy

People



Community of Excellence

Talent visualization /Connect tool

Strengthen Data Engineer /Community

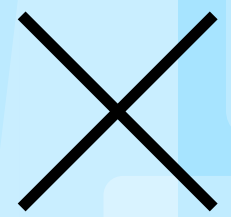
AI Platform



Data



Sony Data Ocean



Attract Talented Individuals

Develop Talented Individuals

Engage Talented Individuals

SONY

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