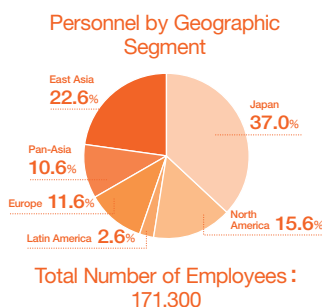


As a leading global company, Sony develops its employees and strives to create a diverse and dynamic workplace in which employees gain satisfaction from their work lives.

### Mobilizing the Workforce

Sony recognizes that providing its customers around the world with inspirational products, services and technologies depends on its ability to maximize the potential of its employees, who are its most important resource. Accordingly, Sony pursues strategies for recruitment, professional development and career planning that will effectively leverage the talents and expertise of people around the world to the benefit of the Company and society. In addition to complying with the employment and labor laws and regulations of the countries and regions in which it operates, Sony places the utmost importance on employing the right person in the right job, irrespective of nationality, race or gender, in line with a global recruiting policy that also takes into account unique regional characteristics.

Additionally, Sony encourages frequent, direct and open communication between top management and individual employees through a variety of channels, from face-to-face meetings and town hall forums, to internal newsletters and blogs. Such forums facilitate the meaningful exchange of information and opinions with employees on a variety of topics, including product innovation, business strategy and management practices.



To further strengthen its corporate structure, in December 2008 and February 2009 Sony announced a series of structural reforms in its Electronics and Game businesses to bolster profitability, enhance competitiveness and adapt to ongoing challenges in the global economic environment. These reforms include the realignment of worldwide manufacturing sites, reevaluation of product development and engineering structures, and enhancement of sales and support functions. Additionally, Sony has been working to shift human resources to core businesses and better optimize its workforce. In implementing these reforms, Sony is continually communicating with employees to explain the necessity of these moves and gain their support, while complying with the laws and respecting the views and customs of the various regions and countries in which it does business.

### Equality and Diversity

Sony is committed to maintaining a dynamic workplace where human rights are respected and equal employment opportunities allow individuals to make the most of their capabilities. The Sony Group Code of Conduct, enacted in May 2003, reaffirms fundamental principles pertaining to respect for human rights, and has been adopted throughout the Sony Group globally.

Diversity makes it possible for Sony to respond to constant changes in the market and to continue to innovate successfully. Accordingly, Sony is pursuing a variety of initiatives aimed at creating a workforce that attracts and retains employees from different backgrounds, each of whom brings new ideas and perspectives to the Company. Some of these initiatives also further the ongoing development of Sony's employees. For example, in Japan Sony Corporation launched DIM@Sony,<sup>\*1</sup> a workplace diversity project comprised of selected male and female management-level employees, in 2005. The project is focused on gender diversity, with the aim of fostering greater employment of women, creating a framework for advancing the careers of female employees, and building employee networks. To further promote diversity-related measures, Sony Corporation established the Diversity Development Department in 2008. In the United States, Sony is focusing on efforts to increase engagement with women and minorities. Sony Electronics Inc., for example, holds forums, workshops and events about issues related to women and minorities. It has established a Diversity Board and is initiating an internal mentoring system. In Europe, Sony has set up a working group in cooperation with CSR Europe<sup>\*2</sup> to examine best practices and explore measures aimed at increasing the percentage of women in specialist and management positions.

Sony also strives to provide a work environment in which individuals with disabilities can make a full contribution and transcend their perceived limitations. For example, Sony Taiyo Corporation in Japan—established in 1978 as Sony's first special purpose subsidiary—strives to create a work environment where every disabled employee can function with confidence and independence. It has devised a systematic framework to promote this aspiration through training and recruiting activities for Sony



Sony Taiyo Corporation has introduced "Custom Cell" work areas that can be adjusted to suit disabled individuals.

Group companies. Other special subsidiaries Sony Hikari Corporation, accredited in 2002; and Sony Kibo Corporation, accredited in 2003, are enhancing recruitment and developing opportunities suited to the capabilities of disabled employees.

<sup>\*1</sup> DIM is an acronym for Diversity Initiative for Value Innovation. The DIM@Sony project is designed to promote employment diversity in the Sony Group in Japan.

<sup>\*2</sup> CSR Europe is a nonprofit organization that promotes corporate social responsibility (CSR) in Europe.

### Personnel Development

Employee development is a fundamental aspect of corporate growth. Sony maintains a variety of programs that are designed to enhance the specialized abilities and skills of individual employees, foster next-generation business leaders and improve management skills while encouraging personal growth through on-the-job learning.

In 2008, Sony instituted a job rotation project to cultivate global business leaders with an international perspective. The project enables Sony to place the right person in the right job, irrespective of region or business domain. Sony University, established in 2000, offers a variety of programs for future leaders including the Sony United Leadership Program. Sony has also introduced the Sony MVP Award and the special designation of Distinguished Engineer (DE) to acknowledge individual engineers who have played an instrumental role in the development of Sony's core technologies.

Employee training is tailored to regional needs. In Japan, the Sony Group offers more than 300 training programs, including technological and business training for employees of all levels. In Europe, Sony's development program for future leaders requires promising management-level employees to work on a project supporting external social enterprises (public interest organizations) that are addressing such issues as education and the environment. Sony Group companies in the Pan-Asia region have introduced an MBA-based training system and enhanced training in leadership and management skills for key personnel. In China, Sony offers the Sony CEIBS\* Management Development Program, which is designed to train key personnel for leadership and mid-level management roles. Sony also promotes global job rotation for employees in China with the aim of honing skills and the acquisition of technological capabilities.

\* China Europe International Business School



Sony United Leadership Program 2008

### Work-Life Balance

Sony seeks to offer flexible working hours and locations that accommodate various lifestyles and enable employees to continue to contribute their full range of skills to the Company.

In Japan, Sony Corporation has introduced a flex-time work system that enables many employees to work with a variety of flexible options. Also in Japan, Sony Corporation has launched a work-at-home initiative geared toward employees who are raising children or looking after ill family members, as well as a child-care leave system. Sony Corporation also maintains a holiday leave system that enables employees to take paid holiday time by the hour, as well as by the day. A high percentage of employees makes use of these options.

In addition to offering these new options in Japan, Sony creates a supportive workplace culture by assisting employees in achieving an appropriate work-life balance as they advance in their careers. Related measures in Japan include forums, lectures and seminars for employees, along with supportive messages from top management regarding work-life balance initiatives. Examples of these programs in fiscal year 2008 included the Father's Forum, which featured a panel discussion involving male employees on the role of fathers in child rearing, and a seminar for managers on career issues for working women raising children.

### Occupational Health and Safety

Sony strives to maintain a healthy and safe environment for all employees through a global program that also takes into account country- and region-specific issues.

Underscoring its commitment to the health and safety of its employees, in 1998 Sony enacted a Global Policy on Occupational Health and Safety (OH&S). The policy not only requires compliance with countries' and regions' laws concerning occupational health and safety, but also sets out additional activities to be undertaken through its health and safety management structure with the aim of encouraging independent initiatives. Sony is striving to implement this policy at all of its business sites and thus reduce the incidence of industrial accidents. Sony's comprehensive approach to OH&S encompasses measures to protect its employees, as well as its physical assets. These include protective measures in the event of fires, earthquakes and epidemics, as well as security measures. Sony is also actively addressing issues that are particularly prevalent in certain areas. For example, in Japan Sony has enhanced mental health care for employees by improving access to industrial medical practitioners. In the U.S. and Latin America, Sony Electronics Inc. and Sony Latin America Inc. have jointly developed a hurricane awareness program for employees in hurricane-prone areas. In Thailand and South Africa, Sony is undertaking initiatives to promote awareness and prevent transmission of HIV/AIDS.