

**SONY**

2023 RIETI/ Waseda  
Digital Reskilling Symposium

# Sony's DX Strategy and approach towards digital reskilling

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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



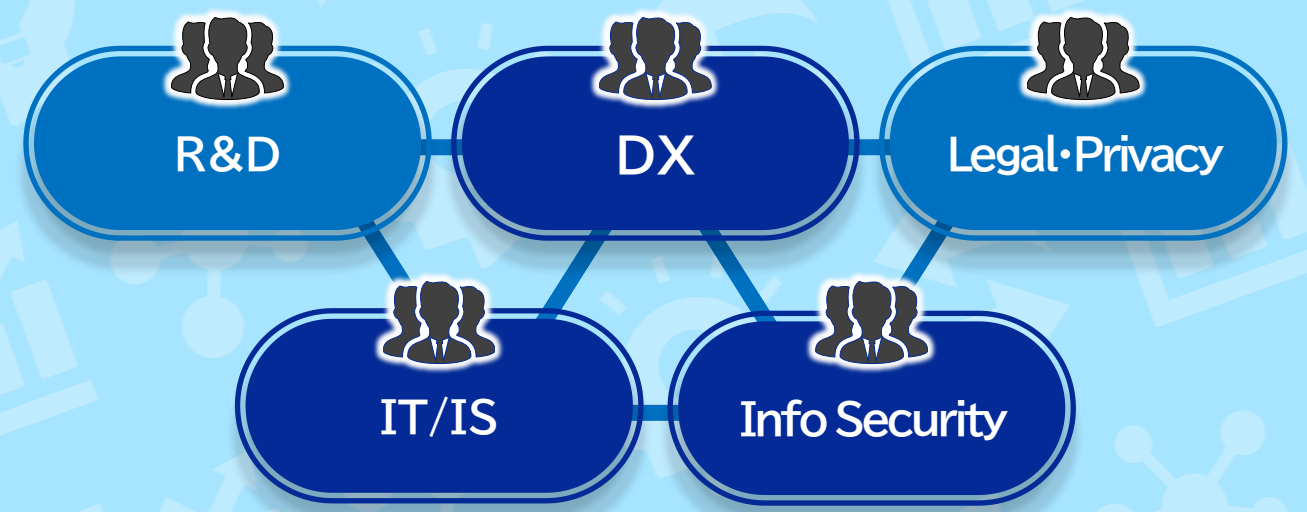
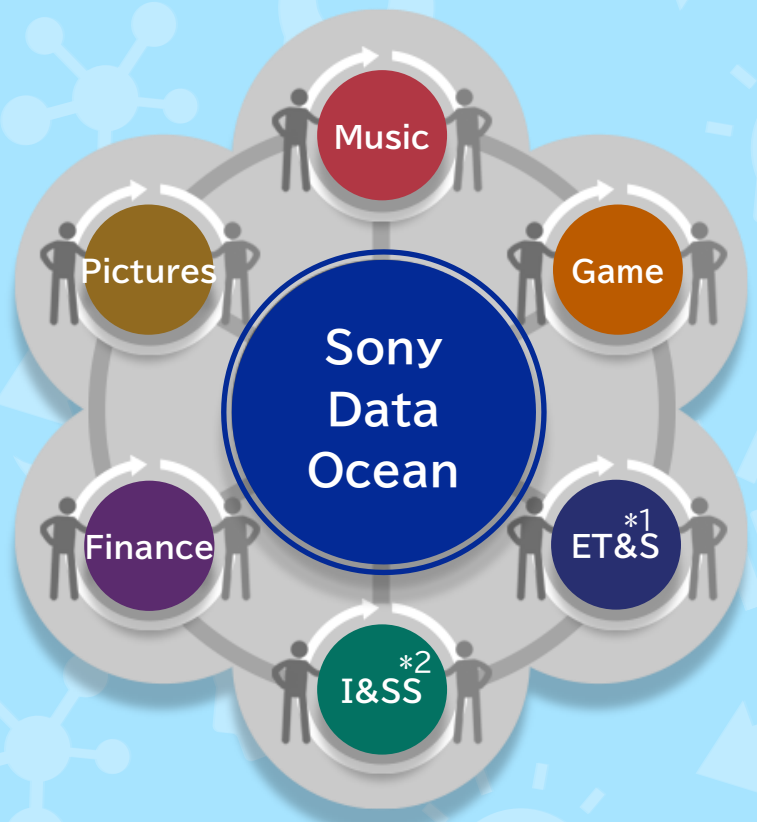
Product・Service  
Experience  
Discovery of  
Content & Service  
Immersive  
Experience



# 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

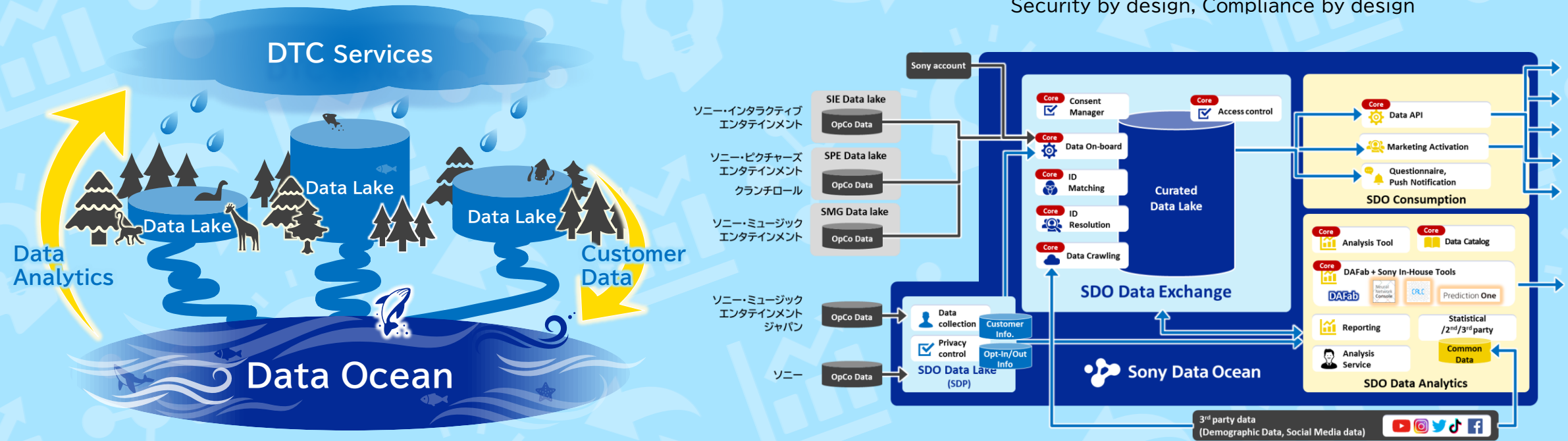
Sony Group's Data Exchange Platform

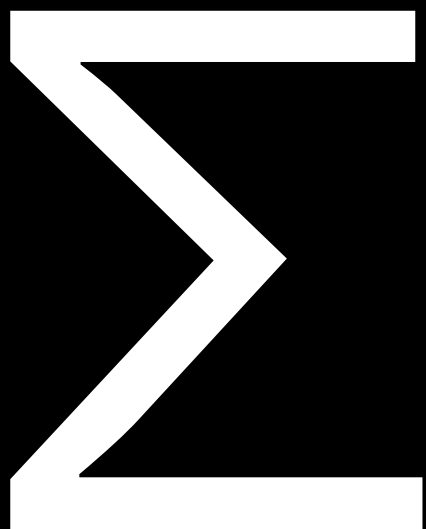
Sony Group's Data Eco cycle



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 all members	Establish a culture of inclusion and belonging for a diverse talent pool for a better gaming industry
5-year Goals (After Mar 2023)	<ul style="list-style-type: none"> <li>Global: Meet or exceed goal of 35.5% total women leadership (C-suite, SVP level) and 35% ethnicity diversity (C-suite, SVP level)</li> <li>NA: Meet or exceed goal of 35.5% total women leadership (C-suite, SVP level) and 35% ethnicity diversity (C-suite, SVP level)</li> </ul>	<ul style="list-style-type: none"> <li>Establish an "Inclusion &amp; Belonging" index on the GLE survey and implement actions to improve our belonging score key</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>

**Pictures**

SONY PICTURES ACTION! UNITE... AS ONE.

PEOPLE: ARRAY, CREATIVE DIVERSITY, PARTN: AMERICAN BLACK FILM FESTIVAL, COMMU: TRUST FOR PUBLIC LAND

**Music**

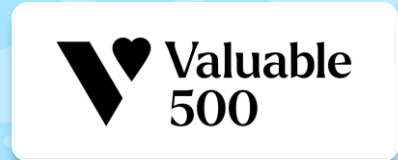
Mobility, Impact, Leadership, Equity, Safety

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

日本

**ET&S\*2** **I&S\*3** **Financial Services**

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



\*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

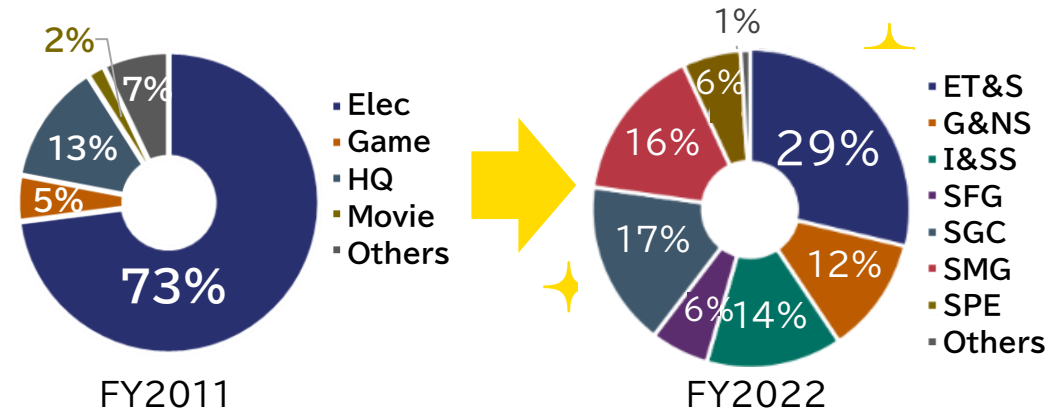
1. Cultivate talent who can create and lead management vision and strategies
2. Pass on the Sony Spirit
3. Create a network for group management

## Sony University

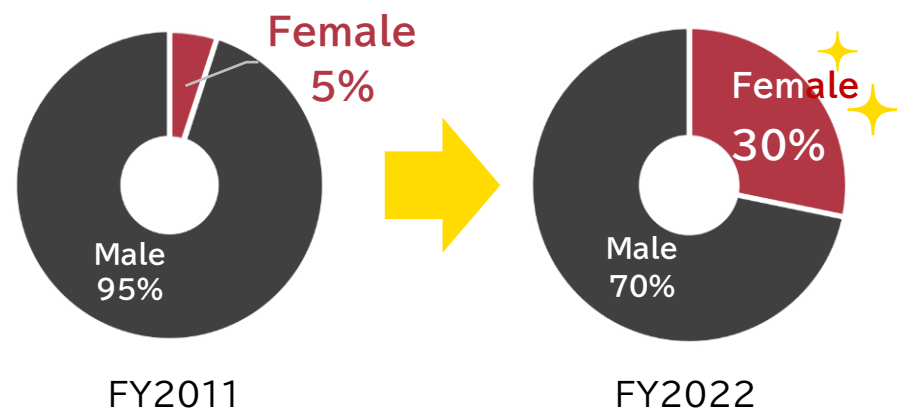
Established: 2000年  
Cumulative Number of Participants : Approx. 1,400  
Partner training institutions include:



### Mainly Electronics → Diverse Portfolio



### Female Participants 5% → 30%



Develop Talented Individuals

# "Technology Strategy Committee"

## 1,500 engineers participating in activities annually

G&NS <sup>*1</sup>	Music	Pictures	ET&S <sup>*2</sup>	I&SS <sup>*3</sup>	Financial Services
	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><b>Community activities</b></p> <p>to continuously exchange information and opinions</p>	<p><b>Lectures</b></p> <p>by prominent professors/engineers from inside and outside the company</p>	<p><b>Study Group/ Technical Training</b></p> <p>to learn fundamental technologies from in-house experts</p>
<p><b>Skill test</b></p> <p>to grasp the skill level of employees</p>	<p><b>Exhibitions/ Forums</b></p> <p>to promote technological exchange among employees</p>	<p><b>Rotation in other fields</b></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%	<b>93%</b>
Engagement Index*	88%	89%	<b>89%</b>

\*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 job posting program



Internal FA system



Career Plus

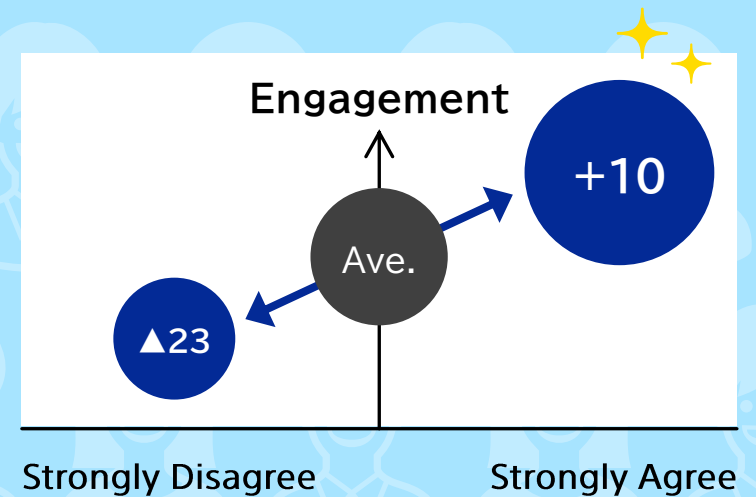


Sony CAREER LINK

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

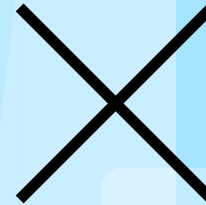


AI Platform

Data



Sony Data Ocean



Attract Talented Individuals

Develop Talented Individuals

Engage Talented Individuals

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