

Updated on August 23, 2017

## Promoting Greater Opportunities for Women

Sony embraces diversity and the working contributions of women, who accounted for 29% of the workforce and held 24% of management positions at the Sony Group worldwide as of the end of fiscal 2016.

In Japan, Sony has set a target for women to hold 10% of management positions in the Sony Group and 15% of management positions at Sony Corporation, and pursues initiatives to actively hire, give active roles to, and promote women. For example, Sony operates a leadership program to develop leadership skills and attitudes among women and support their networking, by providing opportunities for career development and assisting the professional growth of women.

[In 2016, Sony Corporation acquired the top "Eruboshi" certification from the Minister of Health, Labour and Welfare in recognition of its excellence as a supporter of workplace participation and advancement among women.](#)

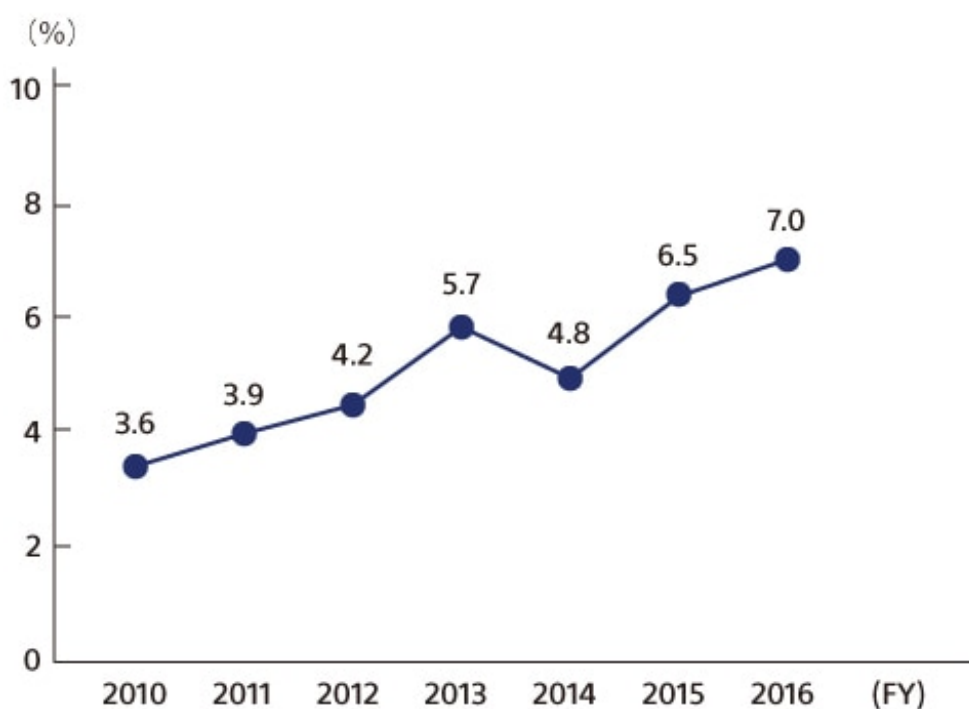
[The Act on Promotion of Women's Participation and Advancement in the Workplace](#)  
[Sony Corporation's Action Plan\\*1](#)

\*1 Sony carries out "disclosure of information" and "disclosure of action plans" in accordance with the provisions of the 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."

In fiscal 2016, Sony organized the Women Leaders Meeting as part of Diversity Week in

Japan, bringing together women in management positions at the Sony Group and their superiors to discuss management strategies to achieve Sony's targets for women's participation by fiscal 2020. The participants gained career development tips and considered ways to develop younger members of their staff. Workshops and seminars for managers were also held to present strategies for developing women's careers. Sony works to encourage diversity and inclusion in the workplace and change attitudes about promoting women into management.

### Women in Management Positions at Sony Group in Japan



### Women Employed and Women in Management Positions\*2\*3

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Percentage of women in the workforce (%)	31.7	20.5	28.6	27.2	29.5	29.3

<b>Percentage of management positions held by women (%)</b>	12.7	11.6	15.9	15.9	22.2	23.9
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**Women Employed and Women in Management Positions (Sony Group in Japan)\*2\*3**

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
<b>Percentage of women in the workforce (%)</b>	20.0	20.0	18.6	18.6	21.3	21.0
<b>Percentage of management positions held by women (%)</b>	3.9	4.2	5.7	4.8	6.5	7.0

**Women Employed and Women in Management Positions (Sony Group in USA)**

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
<b>Percentage of women in the workforce (%)</b>	38.7	36.4	37.8	36.1	37.5	38.1
<b>Percentage of management positions held by women (%)</b>	36.1	32.7	33.3	31.3	33.0	35.5

#### Women Employed and Women in Management Positions (Sony Group in China)\*4

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
<b>Percentage of women in the workforce (%)</b>	63.9	59.2	55.5	44.6	43.8	55.5
<b>Percentage of management positions held by women (%)</b>	29.1	22.5	26.2	32.7	31.6	40.1

#### Women Employed and in Management Positions (Sony Group in Asia Pacific)\*5

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
<b>Percentage of women in the workforce (%)</b>	48.2	46.5	42.5	46.2	43.8	37.2
<b>Percentage of management positions held by women (%)</b>	20.5	20.6	26.4	31.1	33.7	34.5

#### Women Employed and in Management Positions (Sony Group in Europe)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
<b>Percentage of women in the workforce (%)</b>	38.0	33.3	34.3	36.0	34.5	36.9

<b>Percentage of management positions held by women (%)</b>	16.8	23.2	26.6	25.9	33.6	34.9
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#### Women Employed and in Management Positions (Sony Group in Other Areas)\*6

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
<b>Percentage of women in the workforce (%)</b>			37.4	38.1	41.4	41.5
<b>Percentage of management positions held by women (%)</b>			24.7	30.0	28.1	37.4

\*2 Totals are based on data provided by Sony Group companies as of the end of each fiscal year (March 31). The definition of "manager" varies in different countries, regions and companies.

\*3 Women in management positions at Sony Corporation: 8.0%

\*4 Coverage area: Mainland China and Hong Kong

\*5 Coverage area: Southeast Asia, Oceania, India, South Korea and Taiwan

\*6 Coverage area: Middle East, South and Central America, Africa and Canada

#### Key Activities to Promote Women's Career Development at Sony Group

	Sony runs a regular networking event for young women working at Sony Group companies. This event has the objective of helping these women to broaden their perspective
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<b>Electronics (Japan)</b>	on career design. Participants hear the views of women who are currently working at the management level, take part in follow-up discussions and share problems they face in the workforce. These activities are contributing to the expansion of women's career choices.
<b>Sony Group (United States)</b>	In 2016, Sony organized the Women's Forum in San Diego to support the careers of women working in the Sony Group's operations in the U.S. and provide a platform for networking. A networking group was established to address specific issues and improve work-life balance for women.
<b>Electronics (Asia)</b>	Sony adopted a system for maternity and childcare leave to allow for full and flexible work schedules, thereby providing a convenient working environment for women with children. Also, some of the Group's production facilities have set up nursing rooms.

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Human rights and equal opportunities

**Promoting greater opportunities for women**

Working Environment and Opportunities for LGBT Employees

Fostering an environment conducive for global career development

Creating accessible working environments and promoting greater opportunities for individuals with disabilities

Providing Systems to Support a Healthy Work-Life Balance

Collaboration with External Organizations That Advocate Diversity

Recruitment

Training & Talent Development

Communication

Occupational Health & Safety

External Evaluation

Responsible Supply Chain

Quality and Services

Environment

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