

2021

SIE GENDER PAY GAP REPORT



Sony
Interactive
Entertainment



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OUR COMMITMENT

We are committed to strengthening our efforts around diversity, equity, and inclusion.

*“At SIE we bring out the best in our global team members by creating a **sense of belonging, being a place where they can grow, and ensuring everyone feels valued, heard, and supported** so we can push the boundaries of play.”*

- SIE’s Global DE&I vision

WHAT IS THE GENDER PAY GAP?

Gender pay gap is the difference between the average hourly rate of pay received by all men and women employees across an organisation, irrespective of their role or seniority. This is distinct from Equal Pay laws, which have required men and women performing equal work to be paid equally since the 1970s. We are confident from our internal benchmarking and salary reviews at Sony Interactive Entertainment (SIE), that our employees are paid equally for doing equivalent jobs across our business.

Gender pay gap reporting makes use of two types of averages:

- The mean, which is the sum of every employee’s hourly rate of pay, divided by the total number of employees.
- The median, which is the exact middle point between the employees with the lowest and highest hourly rates of pay.

The gap is the difference between these averages for men and women employees. Our 2021 UK reporting shows that at SIE, our mean gender pay gap is 7.03% and our median gender pay gap is 11.43%.

The statistics below are based on a snapshot of data taken on 5 April 2021.

OUR FIGURES GENDER PAY & BONUS GAP

DIFFERENCE BETWEEN MEN & WOMEN	MEDIAN	MEAN
Gender Pay Gap	11.43%	7.03%
Gender Bonus Gap	22.73%	31.62%

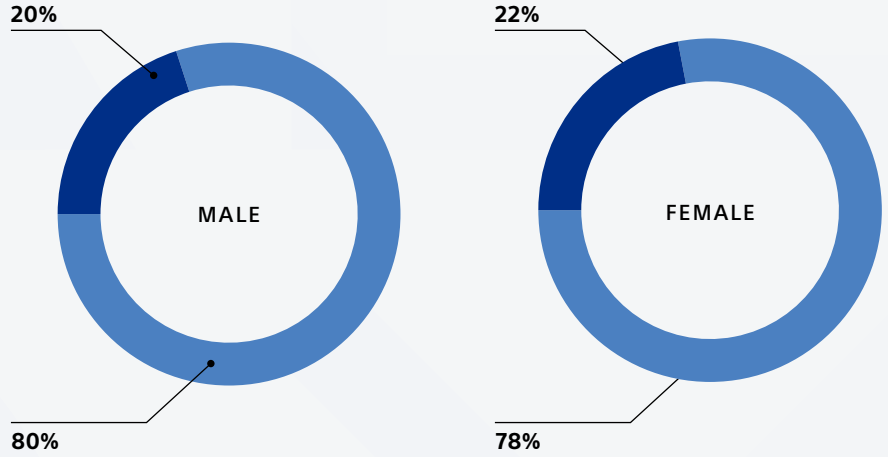


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PROPORTION OF EMPLOYEES RECEIVING 2021 BONUS

Received Bonus (Male: 80%, Female: 78%)
No Bonus Received (Male: 20%, Female: 22%)



PROPORTION OF MALE AND FEMALE EMPLOYEES PER EARNINGS QUARTILE (393 EMPLOYEES PER QUARTILE)

Female Male





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WHAT'S BEHIND OUR GENDER PAY GAP?

Our employee population is 75% men and 25% women. Our leadership positions naturally have higher salaries and bonuses, so the greater proportion of men to women has a significant impact on our overall gender pay and bonus gaps.

WHAT'S BEHIND THE INDUSTRY GENDER PAY GAP?

It has widely been acknowledged that women have been underrepresented in STEM (Science, Technology, Engineering, and Mathematics) education courses and occupations for years.

There are many factors that contribute to the barriers that women face, including gender bias in recruitment and promotion, inflexible work models, and non-inclusive work cultures. These barriers increase for older women, LGBTQ+ women, women with disabilities and women from ethnic minority backgrounds.

WHAT ARE WE DOING TO CLOSE THE GAP?

We are dedicated to closing the gender gap across our business and have adopted several initiatives to decrease our gap:

Supporting families and caregivers

- We have continued to develop policies and initiatives that support employees with families, caring responsibilities, and other personal commitments, including our flexible hours and remote working policy. We have also introduced our new hybrid office/remote working model, 'Flex Modes'. Flex Modes seeks to combine the flexibility of remote working with in-person collaboration. We hope Flex Modes will help us address both the needs of the individual and the needs of the business, while strengthening our collaboration, connections and culture.
- We now have a Families@PlayStation working group; a community of parent and caregiver employees, who focus on supporting each other and enhancing the individual experience, ensuring that PlayStation is the best place for families to work.

- Additionally, in 2021 we continued our partnership with [Talking Talent](#), a resource for working parents, with downloadable templates, step-by-step guidance, and bite-sized advice from peers and coaches.

Talent Acquisition & Recruitment

- We are encouraging women to apply for roles at SIE through targeted job boards and recruitment channels. In 2021 we established external partnerships with [Work180](#), [She Can Code](#), [Black Young Professionals](#) (BYP) and [myGwork](#).



- We have introduced our Diverse Slate policy for roles at Director level and above – requiring at least two people from an underrepresented group (women and ethnic minorities) in the face-to-face stage of the interview process before an offer can be extended. SVP approval must be obtained before an offer can be made where Diverse Slate policy has not been met.
- Removing unconscious bias from job descriptions: SIE job descriptions are run through the [Textio](#) programme before they go live to reduce implicit bias across role description and necessary qualifications to attract a broader set of candidates.
- Working with hiring teams to develop structured selection processes based on competence to support fair and thoughtful decision-making.
- Providing Unconscious Bias training for hiring managers, to equip them with the skills to recognise where and how bias is likely to occur in the hiring process.



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Learning and Development

- Targeted development opportunities for women: 2021 saw us pilot a 'Dare to be Bold' programme - a course designed to provide a toolkit of practical strategies, tools and techniques that enable employees at all levels to successfully navigate the evolving hybrid work landscape.
- We also offer training opportunities to all employees through external providers that cover a wider variety of subjects including, Unconscious Bias, Inclusive Language Training and Allyship in the Workplace.

Employee Groups - eNets

We have continued to invest in our Women@PlayStation eNet and the other Employee Network groups. This year Women@Playstation has:

- Continued our external partnerships and strengthened our social justice efforts through InnovateHer and the Princes Trust
- Organised speaker events on a range of subjects including women's safety
- Provided resources to the business via toolkits.
- Supported the establishment of an internal Male Allyship group
- Partnered with senior executives to run company-wide Town Halls focused on gender-based topics and issues

Embedding DE&I Across the Business

To help us realise our new DE&I vision, we created three areas of focus for our DE&I efforts in 2021:

- Drive and promote a safe environment for underrepresented groups
- Define and enable inclusion and belonging for all

- Build an underrepresented talent pipeline for a career in the gaming industry.

We are committed to being intentional about ensuring underrepresented groups – women, ethnic minorities, LGBTQ+ and people with disabilities – feel heard and seen:

- We recently ran our first company-wide Inclusion and Belonging survey. We are now working to analyse the data and develop a strategy to address the feedback and insights that came from our employees
- We are actively capturing more intersectional data on our employees, which will inform diversity, equity and inclusion programmatic efforts and benefits offerings, allowing us to build programming to create a better employee experience.
- Along with colleagues across Sony Group, we marked our 6th annual 'Diversity Celebration' last October and embraced the theme of 'Diversity Reimagined'. Through a slate of events and initiatives, we addressed how individuals, groups and organisations are being asked to reimagine, reinvent, and refresh how DE&I is brought to life to enable sustainable, institutional change.

We know that there is much more for us to do to achieve better gender balance at all levels of our organisation. We will continue to work to build and safeguard a work culture that is inclusive and supportive, where everyone can grow and flourish, without exception.

For more information on the gender split of the Global SIE workforce, please see this [blogpost on sie.com](#).