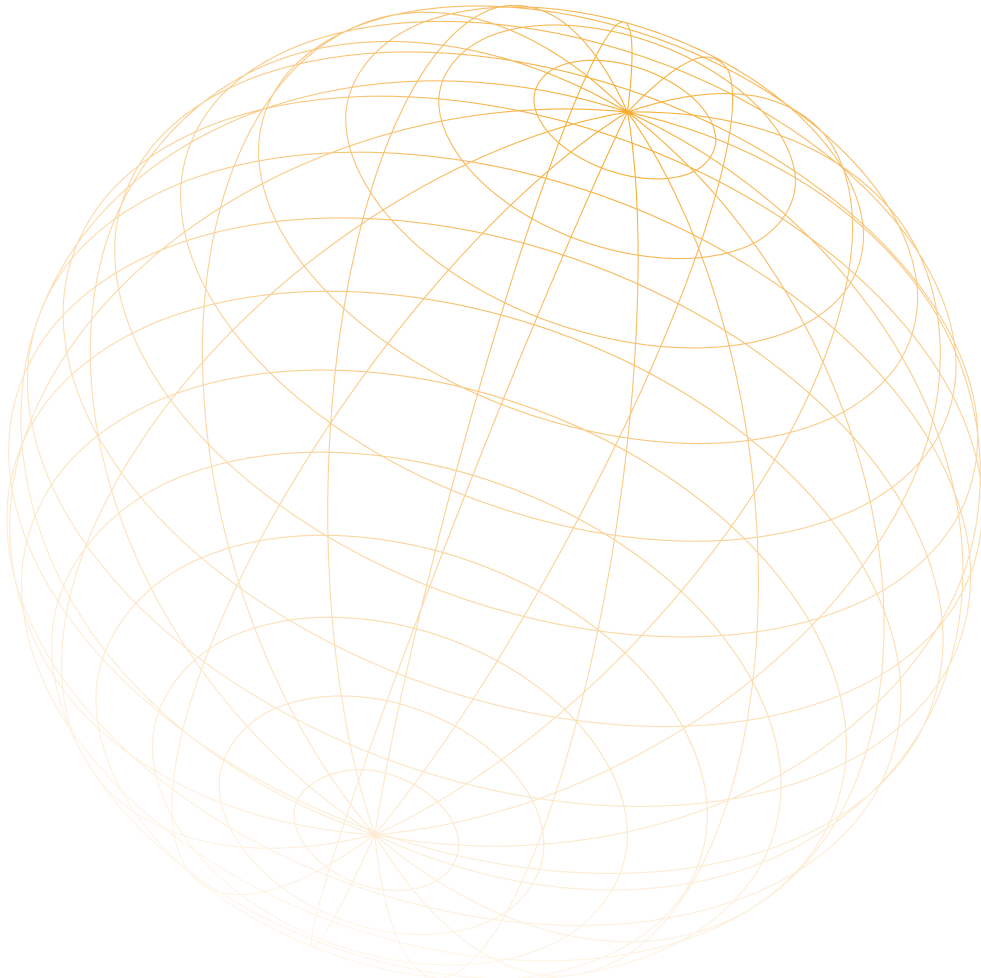




III. Ensuring a Safe and Civilized Working Environment

Maximizing all of our employees' capabilities and putting them into action is essential to realizing a sustainable society. At Dentsu, where we consider people to be our greatest asset, we believe that the development of an environment where employees can maintain high morale and motivation and can take on their work enthusiastically is an extremely important agenda. To this end, Dentsu implements detailed measures from the perspective of developing capabilities, work/life balance, and a structure for managing health and safety.





Promotion of Work/Life Balance

The Company believes that a fulfilling personal life improves the quality of one's working life and that satisfying work increases one's level of self-fulfillment in life. The object of Dentsu's work/life balance (WLB) program therefore is to generate synergy between the two. The most important factor in creating a work friendly environment is health management, particularly it is the starting point to restructure the work style for achieving results efficiently and improving productivity. Dentsu has established a special in-house Human Relations Management Department, which is developing and implementing programs to reduce overtime working hours and to make it easier for employees to take holidays.

In fiscal 2013, we launched the "Female Employees Promotion Project" to create a working environment where women can continue to be active without interrupting their careers. In addition to enhancing the system, we give them opportunities to think about their careers at an early stage, such as lunch meetings with senior female employees so that they can hear about a variety of experiences, and career seminars held by lecturers invited from outside the Company.

Employee Health Care Systems

Dentsu strives to provide employees with advanced healthcare management, from preventive measures to return-to-work support, so that staff members can enjoy good mental and physical health. Dentsu also conducts periodic health screenings of all employees and actively urges those who have not participated in health screenings. In addition to the regular health screenings, the Company also provides examinations for lifestyle-related disease, including cancer testing for employees who are over 30 years of age. Moreover, helical CT scans are provided for employees 45 years of age and older.

In recent years, the Company has been enhancing measures for mental health, which is an essential health management agenda, and it has held mandatory training on that subject for managers since fiscal 2009. In cooperation with industry-specialized physicians, public health nurses and other medical staff members, Dentsu also provides support for employees returning to work following long periods of convalescence. The return-to-work support system is designed to ensure that excessive pressure is not placed on returning employees and that their illness will not recur.

III. Ensuring a Safe and Civilized Working Environment



Employees Encouraged to Take Vacation Entitlements

It is crucial that employees are able to refresh themselves through vacation. Doing so helps fuel their ability to approach each new task with vigor, apply their strengths to achieve outstanding results, and generate new ideas.

Dentsu provides various vacation and leave systems for employees, who are encouraged to take their full vacation entitlements. In addition to regular annual paid vacation, the Company each year grants employees two consecutive days off that can be used to take vacations of five or more days by combining them with Saturdays, Sundays, national holidays, annual paid vacation, and compensatory days off. In April 2010, Dentsu introduced a system to take annual paid vacation in hour increments, enabling a flexible way of working. The Company has also created a system whereby “culture leave” is granted separately to employees who are invited to compete in skiing, American football, and other sports events at national or international levels.

To create a workplace environment in which it is easy to take vacations, a ‘WLB planning chart’ is posted each quarter at all workplaces so that information on vacation schedules can be shared among employees.

Holiday System Summary

	Type of Vacation	Number of Days
Paid	Annual paid vacation days	Three or more years of service: 20 days More than one but less than three years of service: 15 days Less than one year of service: 11 days
	Special consecutive vacation days	2 days each fiscal year
	Accumulated vacation days	Up to 120 days can be accumulated of unused annual paid vacation days that cannot be carried over. They can be taken under the following circumstances. 1) Non-work related accidents and sick leave (when taken for 7 or more consecutive days) 2) Family nursing care leave - After family nursing care leave is taken (up to 15 days per year) 3) Community service leave (up to 5 days per year)
	Marriage leave	7 consecutive days, including non-work days
	Maternity leave	Within 6 weeks before due date, and 8 weeks after birth
	Paternity leave for birth	In principle, day of birth and the next day
	Mourning leave	1) Death of spouse, parent or child: 7 days 2) Death of sibling or spouse's parent: 5 days 3) Death of grandparent or grandchild: 3 days
	Culture leave	Number of days approved
	Disaster leave	Number of days approved
	Relocation leave	1) Appointment to job at different location: up to 7 days 2) To bring family after transfer: number of days for round trip + 2 days
	Long-service leave	10 days within 2 years after receipt of 20-year service award
	Menstrual leave	Necessary number of days (but with a maximum of 2 days paid holidays)
	Family nursing care leave	5 days
	Jury-duty leave	Necessary number of days
	Unpaid	Union leave
Preschool child nursing care leave		10 days
Family care leave		10 days
Maternal care leave		Necessary number of days



A Workplace Environment that Fully Utilizes Employee Talent

For Dentsu—a company whose sales-point is its ideas in the field of communication—human resources are recognized as the Group’s greatest asset. Hence, Dentsu is introducing a personnel system to enable the creation of a workplace environment in which the diverse potential of its employees can flourish.

Respecting Diversity

At Dentsu, there is a diverse range of jobs.

There are many workplaces in which the perspectives and characteristics of female employees can be used to the best advantage, allowing them to engage in their work vigorously. In fiscal 2013, a project to promote women’s active participation was also launched.

As part of its efforts to promote the employment of people with disabilities, the Company established Dentsu Solari, a wholly owned Group company in April 2013, which was designated as a special-purpose subsidiary in November. The rate of employment of people with disabilities at three Group-certified companies (Dentsu, Dentsu Works, and Dentsu Solari) is 2.01% (as of June 2015). At Dentsu as well, there are many employees who are active in account management, creative, and other departments. Along with Dentsu Solari, we are making active efforts to further expand employment opportunities for people with disabilities and have a higher percentage of employees with disabilities than the legally mandated level.

Work/Life Balance Support System

Dentsu has established childcare leave, modified working hours for employees raising young children, and other systems in compliance with the revised Childcare and Nursing Care Act (the Act on the Welfare of Workers Who Take Care of Children or Other Family Members, Including Child Care and Family Care Leave). It has also established a consultation office to support work/life balance.

Post-retirement Reemployment

Employees who have reached mandatory retirement age but wish to continue working and meet the recruitment standards may be reemployed as ‘senior employees,’ until they are 65 years old. They can use their experience in a supportive role as well as to help train younger staff members.



Promotion of Employees' Capabilities

Dentsu's human resources development and training system can be broadly divided into the following three stages.

1. Training to acquire the basic knowledge necessary for working at Dentsu and to foster solution (problem-solving) capabilities for the new employees
2. Training to foster solution capabilities and expertise so that employees can play central roles in their business units after their several years at Dentsu
3. Training to foster leadership and facilitate the acquisition of managerial knowledge in more senior employees

Based on these training objectives, Dentsu conducts a variety of human resource development programs such as for digital skills and global skills (foreign language ability, cross-cultural communication, and others). New School is a high-level director personnel development program launched in 2011.

Through a repeated cycle of assignments and feedback, the program, which is taught by top-level lecturers within Dentsu, a "model" of direction is passed down. Additionally because accurate and sophisticated direction capabilities are needed in new areas other than advertising as well, sessions taught by external lecturers active in various fields such as art, technology, and curation are incorporated.

Comments



Ryutaro Nagasawa
DAN Division
Dentsu Inc.

What do you think of the DMI program?

I participated in the Dentsu Management Institute (DMI) as a member of the fifth generation of students. Before starting, I underestimated the program thinking it was only one weekend a month and that it would not be a big deal. In reality, every month was a struggle with many assignments and I became painfully aware of my shortsightedness. However, each of the lectures given by guest lecturers from in and outside the Group were full of pearls of wisdom, and I fully relished the importance and joy of learning.

The highlight of my experience was the DMI global session held over five days in October, welcoming 30 DAN Group employees from all over the world. It was an extremely precious experience which I spent in concentrated study, while struggling with the linguistic barrier day and night, and gained friends from across borders. I firmly believe that this experience will be a major driving force in accelerating the Dentsu Group's business globally in the future.



Confirmation of Employee Safety in Emergency Situations

From the standpoint of our obligation to ensure safety, and based on our business continuity plan (BCP), Dentsu has a rapidly deployable system in place for emergency situations. The system allows group-wide confirmation of employee survival, degree of injury, and ability to establish contact.

Emergency situations in this context are those that affect Dentsu Group locations worldwide. They include disasters such as earthquakes, storm damage, and fires, as well as various other conceivable situations such as air and rail accidents, outbreak of infectious disease, and terrorist incidents.

Our system to confirm employee safety utilizes a departmentally organized contact list together with a dedicated system for the instantaneous company-wide broadcast of confirmed information. Contact points (email addresses and telephone numbers) in Japan are registered in this dedicated system in advance, allowing rapid response, and it also collects information from responses about safety status.

Confirmed results are immediately reported to management through the department in charge, response desks are established for the continuation of operations, and appropriate activities are commenced with respect to the emergency situation at hand.