

Consolidated Data

Governance Data

	2015	2016	2017	2018	2019	As of March 2020
Directors	9	12	12	12	12	12
Outside directors (independent outside directors)	3(3)	3(3)	4(4)	4(4)	4(4)	5(4)
Ratio of independent outside directors (%)	33.3	25.0	33.3	33.3	33.3	33.3
Female directors	1	1	2	2	2	2
Ratio of female directors (%)	11.1	8.3	16.7	16.7	16.7	16.7
Board of Director meeting attendance rate (%)	91.9	95.4	96.9	98.0	96.9	*
Attendance rate of independent outside directors at Board of Director meetings (%)	83.3	96.1	96.3	98.5	93.8	*

* Not calculated as 2020 is in progress.

Social Data

Number of Employees (Each year-end)

	December 2015	December 2016	December 2017	December 2018	December 2019
Consolidated employees	47,324	55,843	60,064	62,608	66,400

Employees and Managers*

As of December 2019

	Grand total	Male	Female	Female Component
Employees	66,400	34,460	31,940	48.1%
Dentsu Inc.	7,071	4,765	2,306	32.6%
Dentsu Japan Network except for Dentsu Inc.	12,771	8,248	4,523	35.4%
Dentsu Aegis Network	46,558	21,447	25,111	53.9%
Managers	3,261	2,787	474	14.5%
Dentsu Inc.	805	744	61	7.6%
Dentsu Japan Network except for Dentsu Inc.	1,929	1,684	245	12.7%
Dentsu Aegis Network	527	359	168	31.9%

* Calculated as Managers within Dentsu and domestic Group companies and Officer class within DAN.

Community Activities

	Consolidated	Dentsu Japan Network	Dentsu Aegis Network
Donations (Yen)	808,054,171	664,412,477	143,641,694
Participants in volunteer activities	14,941	513	14,428
Hours spent participating in volunteer activities	78,247	5,994	72,253

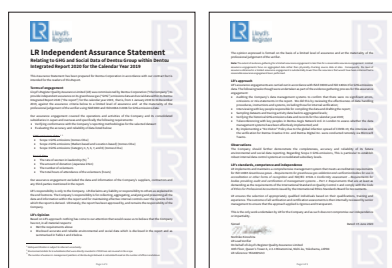
Environmental Performance Data

	2017	2018	2019
CO ₂ emissions (tons)	113,134	113,791	121,156
Dentsu Inc.	28,991	27,624	37,071
Dentsu Japan Network except for Dentsu Inc.	16,443	16,223	19,584
Dentsu Aegis Network	67,700	70,045	64,500
CO ₂ emission intensity (tons per FTE)	2.11	1.88	1.89
Scope 1 (tons)	5,611	4,981	4,888
Dentsu Inc.	452	104	89
Dentsu Japan Network except for Dentsu Inc.	417	322	255
Dentsu Aegis Network	4,742	4,555	4,544
Scope 2 (market-based, tons)	48,573	39,130	29,074
Dentsu Inc.	20,287	18,868	16,821
Dentsu Japan Network except for Dentsu Inc.	8,258	7,645	7,381
Dentsu Aegis Network	20,028	12,617	4,873
Scope 3 (tons)	58,949	69,679	87,194
1. Purchased goods and services	2,396	2,087	1,481
5. Waste generated in operations	1,110	1,627	1,246
6. Business travel	52,603	62,253	79,417
7. Employee commuting	2,841	3,713	5,049
Amount of waste (kg)	6,665,499	7,884,635	6,456,545
Dentsu Inc.	2,884,696	2,196,440	1,751,954
Dentsu Japan Network except for Dentsu Inc.	1,444,553	1,550,789	1,494,591
Dentsu Aegis Network	2,336,250	4,137,406	3,210,000
Water consumption (m ³)	458,786	806,030	776,321
Dentsu Inc.	133,048	125,331	128,459
Dentsu Japan Network except for Dentsu Inc.	143,299	148,063	187,349
Dentsu Aegis Network	182,439	532,636	460,513

Scope and Method of Calculation

- Excluding some Dentsu Group companies
- Based on the calculation standards of WRI (World Resources Institute) GHG Protocol
- For CO₂ emissions, Categories 1, 5, 6, and 7 were calculated for Scope 3
- The volume of waste generated (in kg) is the sum of general waste and industrial waste (including waste oil, waste plastic)
- The volume of water resources used is the sum of municipal water and gray water at the Tokyo Head Office, and the municipal water used at the Kansai Branch Office and Chubu Branch Office
- For improved accuracy, the values of the previous fiscal years have been revised

Third-Party Assurance



The rate of women in leadership, the amount of donations, the number of participants in volunteer activities, the hours spent participating in volunteer activities, and CO₂ emissions (greenhouse gas emissions) from the Dentsu Group are verified, and certification is provided (left), by Lloyd's Register Quality Assurance Ltd (LRQA).

Individual Data



Employee-related Data

Number of Employees (Each year-end)

	December 2015	December 2016	December 2017	December 2018	December 2019
Dentsu Employees	7,261	6,799	6,927	6,921	7,071

New Graduates Hired

	April 2016	April 2017	April 2018	April 2019	April 2020
Total	144	145	145	141	123
Male	88	82	84	73	67
Female	56	63	61	68	56
Female Component (%)	38.9	43.4	42.0	48.2	45.5

Number of New Graduates and Mid-career Personnel Hired

	2015	2016	2017	2018	2019
Total	152	176	244	240	68
Male	108	115	158	158	50
Female	44	61	86	82	18
Female Component (%)	28.9	34.7	35.2	34.2	26.5

Employee Composition*1

	As of December 2019			As of March 2020		
	Male	Female	Total	Male	Female	Total
Executive officers, others*2	45	4	49	30	2	32
Managers	1,587	166	1,753	1,608	168	1,776
Non-managers	2,391	1,079	3,470	2,292	1,049	3,341
Contract employees	313	368	681	310	376	686
Clerical staff	0	490	490	0	482	482
Partners / senior staff	174	44	218	170	43	213
Part-timers, others*3	51	34	85	51	35	86
Seconded from other entities	204	121	325	196	116	312
Total	4,765	2,306	7,071	4,657	2,271	6,928

*1 Employees on temporary assignments are excluded.

*2 Includes senior corporate advisors, special advisors, and executive officers (excluding Director and Corporate Auditor).

*3 Indicates permanent part-timers, nonpermanent part-timers, and employees of overseas branches.

Employee Engagement Survey

Survey of the Company and Work (%)

	January 2016	January 2017	January 2018	January 2019
Q. Have you gained experience and knowledge made possible only by working at Dentsu?	94.4	93.2	92.3	92.9
Q. Are you proud to work at Dentsu?	86.8	80.2	78.4	80.0
Q. Going forward, do you want to continue working at Dentsu?	75.6	73.5	72.1	72.6

Health and Safety

Health Checkup Rate

	2015	2016	2017	2018	2019
Total	76.1	95.5	96.6	95.4	97.2

Note: Period of data collection: Nine months spanning April-December 2015

Average Age of Employees As of December 2019

Total	40.9
Male	42.8
Female	37.0

Average Number of Consecutive Years Served As of December 2019

Total	13.8
Male	16.1
Female	9.1

Number of Employees by Generation* As of December 2019

Under 30 years of age	1,141
30-39 years of age	2,309
40-49 years of age	1,897
50-59 years of age	1,437
Over 60 years of age	287
Total	7,071

* Includes employees on temporary assignment but does not include accepted temporary assignees.

Work-Life Balance

Average Number of Paid Vacation Days Taken

	2015	2016	2017	2018	2019
Total	8.4	11.2	12.8	13.2	12.6
Male	7.5	10.2	12.1	12.9	12.2
Female	10.6	13.9	14.5	14.0	13.4
Leave Taken (%)	42.0	56.0	64.0	66.0	62.8

Note: Period of data collection: Nine months spanning April-December 2015

Employees Taking Childcare Leave, Reinstatement Ratio

	2015	2016	2017	2018	2019
Total	81	81	106	155	232
Male	15	31	47	102	164
Female	66	50	59	53	68
Reinstatement ratio (%)	100	100	100	100	100

Total Hours Worked per Year (Per Non-manager Employees)*¹

	2015	2016	2017	2018	2019
Total	2,187	2,166	2,031* ²	1,952	1,903

*¹ Following the change in management of working hours, the number of actual working hours was revised in FY2017.

*² Including management positions from FY2017.

Leveraging Diverse Human Resources

Employment Rate of People with Disabilities (%)*

	June 2016	June 2017	June 2018	June 2019	June 2020
Total	2.04	2.07	2.14	2.35	2.38

* As of June of each year, total of four companies under the special subsidiary system (Dentsu Group, Dentsu Solari, Dentsu, Dentsu Works), until 2019, three companies combined (Dentsu, Dentsu Solari, Dentsu Works)

Number of Post-retirement Rehires

	2015	2016	2017	2018	2019
Total	53	46	51	58	67
Male	44	35	41	53	55
Female	9	11	10	5	12

Compliance

Compliance Line Reports (Cases)*

	2015	2016	2017	2018	2019
Dentsu Total	15	7	9	24	17

* Total from Dentsu and Group companies in Japan.

Dentsu Aegis Network

Average Age of Employees As of December 2019

Total	34.0
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Average Number of Consecutive Years Served As of December 2019

Total	4.0
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Employees by Age (%)* As of December 2019

Under 30 years of age	35.8
30-39 years of age	38.2
40-49 years of age	16.7
50-59 years of age	5.9
Over 60 years of age	1.0

* Excludes certain employees.