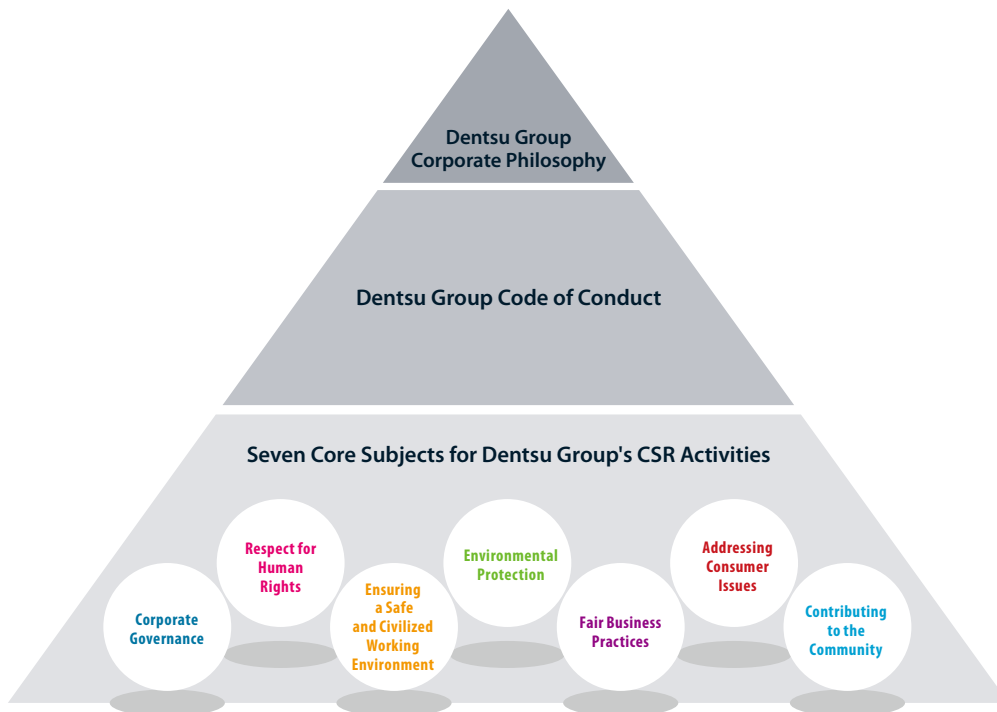


# Dentsu Group CSR

## Dentsu's Basic CSR Structure

In Dentsu's basic CSR structure, we have updated the Dentsu Group Code of Conduct under the Dentsu Group's corporate philosophy. We have also set out seven key areas for Dentsu Group's CSR activities on which our specific activities are based.

We took the occasion of the acquisition of the former Aegis Group plc of the UK to formulate an updated Dentsu Group Code of Conduct in April 2013 based on ISO 26000, the international standard for CSR. This was done in order to indicate the role of corporate governance in each country in which the Group operates, our efforts for human rights and the environment, and our policies for those as the Dentsu Group further expands globally. As the new basic philosophy for the Dentsu Group's CSR program, we have laid out actions that Dentsu Group managers and employees worldwide must undertake to fulfill their respective responsibilities to society and have committed ourselves to their adherence.



# Dentsu Group CSR

## CSR Philosophy 'Dentsu Group Code of Conduct'

The Dentsu Group Code of Conduct, which is the Group's CSR philosophy, is structured around Dentsu's seven key areas for CSR activities. These activities are, namely, corporate governance, respect for human rights, ensuring a safe and civilized working environment, environmental protection, fair business practices, addressing consumer issues, and contributing to the community. The Code of Conduct articulates what all Dentsu Group managers and employees must undertake in order to fulfill their respective responsibilities to society.

It serves as a common set of principles for the Dentsu Group worldwide in conducting business.

### Dentsu Group Code of Conduct

- ◎ The Dentsu Group of companies, its officers and employees ('we' or 'us') are committed to protecting the interests of our stakeholders by conducting business to the highest ethical standards. To achieve this commitment, we have established the Dentsu Group Code of Conduct (Code of Conduct) to serve as our basic principles for conducting business in a socially responsible manner.
- ◎ We will comply with the Code of Conduct in all respects.  
Outside of the Dentsu Group, we will encourage compliance with the Code of Conduct by our business partners.
- ◎ We will comply with all national, local and international laws and regulations in all markets in which we conduct business.
- ◎ We will respect diversity and will not discriminate on any basis. We will also respect the diverse social and cultural standards of each region in which we conduct business.

1. Corporate governance	We respect the interests of our stakeholders and will refrain from engaging in inappropriate activities or taking inappropriate risks that might harm these interests. Our officers will take responsibility for developing and maintaining appropriate corporate governance systems.
2. Respect for human rights	We comply with internationally-recognized principles of human rights. We respect the human rights of all people connected with our business activities and will not discriminate on any basis.
3. Ensuring a safe and civilized working environment	We will ensure that our work places are safe and create a civilized working environment.
4. Environmental protection	We aim to minimize the impact of our business on the environment and contribute to making society sustainable.
5. Fair business practices	In carrying out our business we will compete fairly in all markets in which we operate. We will avoid or appropriately manage any conflicting interests. We will not knowingly take part in any form of corrupt business practice, including bribery and money laundering.
6. Addressing consumer issues	We will strive to address consumer issues in all markets in which we operate, including by providing appropriate information to consumers and giving due attention to safety and security in all of our activities.
7. Contributing to the community	We are committed to contributing to the development of all local and global communities in which we operate and to the resolution of social issues in each community.

To download a PDF file of the Dentsu Group Code of Conduct, please visit the following link:  
<http://www.dentsu.co.jp/csr/pdf/code-of-conduct.pdf>

## Dentsu's Major Stakeholders

Dentsu pursues CSR activities while maintaining close communication with its stakeholders. To achieve 'Good Innovation.' and address social issues, Dentsu undertakes a variety of activities aimed at fulfilling its responsibilities not only to Group employees, consumers, clients, shareholders and investors, but also to society as a whole and the Earth's environment.

### Clients

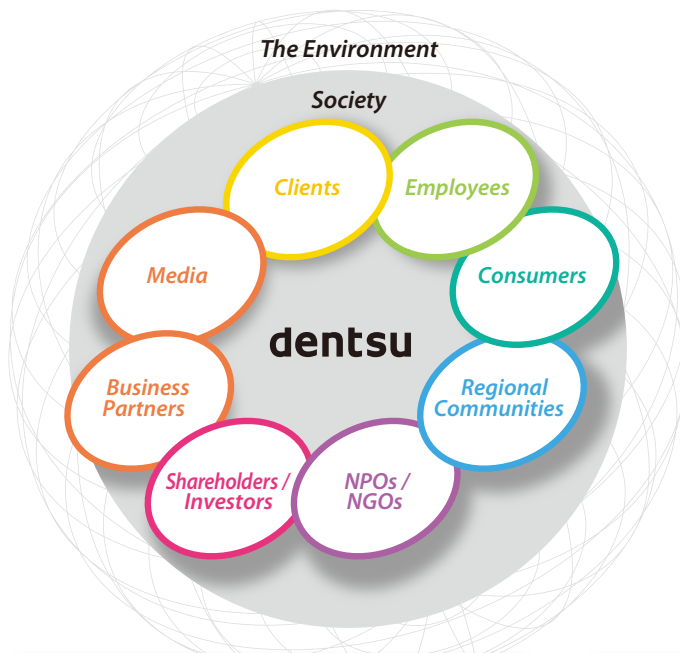
Dentsu understands client needs and provides high-quality solutions. Through our efforts linked to issues with a strong social aspect, we also contribute to the realization of a sustainable society.

### Employees

Dentsu actively supports human resources and career development for its employees, working to bring out their individuality, abilities, and work motivation. We also strive to create a work environment that fosters the mental and physical health of employees.

### Consumers

Dentsu gives appropriate consideration to the safety of consumers, and provides high-quality solutions. We also conduct a wide range of consumer surveys and other analyses in an effort to identify consumer issues.



### Regional Communities

Dentsu respects the cultures and customs of the countries and regions in which it operates, works to build mutual understanding and trust, and contributes to development. We also strive to understand and find solutions to social issues through our business activities.

### NPOs / NGOs

Dentsu, through cooperation with external organizations and persons with social value and expertise, proactively contributes to society, and furthers the realization of a sustainable society.

### Media / Business Partners

Dentsu supports proper business activities through fair competition and business dealings. When placing an order, we clarify the decision-making process, with due consideration to not just economic factors, but compliance and environmental issues as well, in an effort to be socially and environmentally conscious.

### Shareholders / Investors

Dentsu, through proper investor relations and its General Meeting of Shareholders, actively pursues communication with shareholders, and provides accurate information disclosure. When disclosing information we take care to ensure that our communications are easy to understand, impartial, and appropriate for the circumstances.

## Dentsu Group CSR

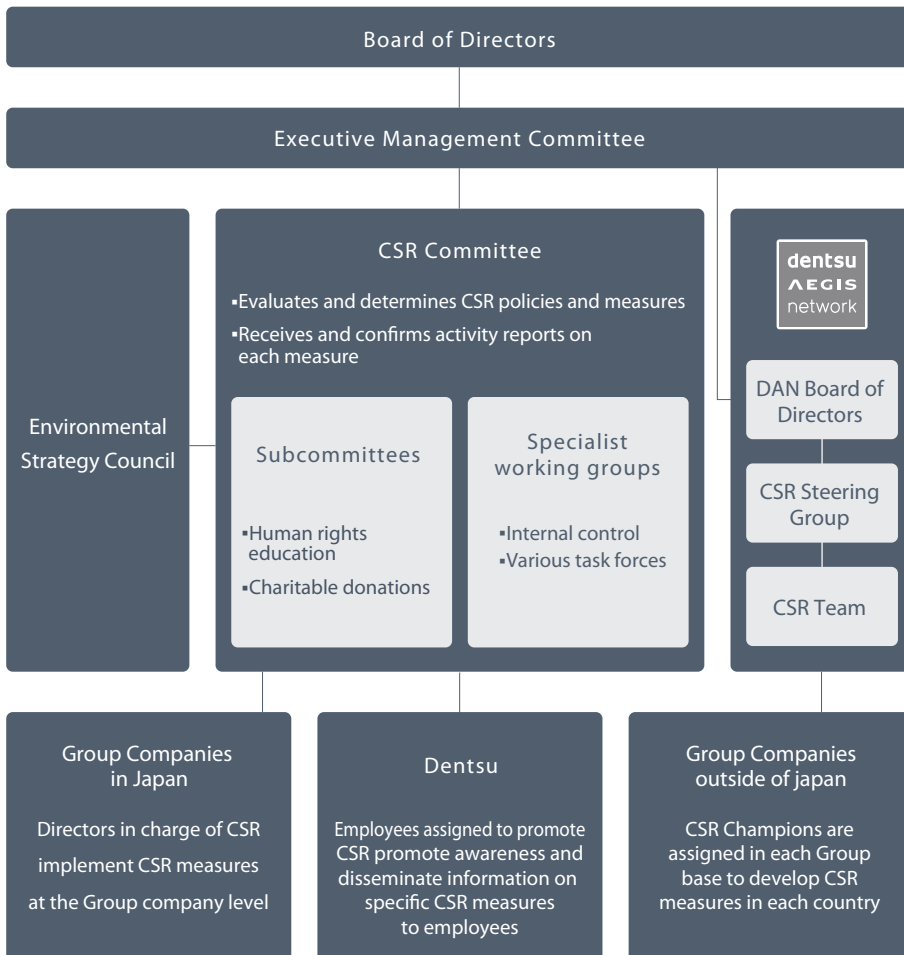
### Dentsu Group CSR Promotion System

Dentsu has established three principal committees under its 'Executive Management Committee' and 'Business Supervision Committee', which are responsible for all major management decisions. One of the committees established under the Executive Management Committee is the 'CSR Committee', comprising five Executive Officers and chaired by a Senior Vice President. The committee makes decisions on all major CSR-related measures in accordance with the Dentsu Group Code of Conduct, which is the Group's CSR philosophy.

Under the CSR Committee, Dentsu has established subcommittees for human rights education and charitable donations as well as various specialist working groups to deliberate on issues in various fields. We have also designated 'CSR promotion committee members' in all Company departments to promote awareness and disseminate information on specific CSR measures so that CSR efforts can be done on a company-wide basis. On the key theme of the environment, the CSR Committee works closely with the 'Environmental Strategy Council,' Dentsu's in-house body tasked with promoting environment-related programs to promote greater Company-wide awareness concerning the environment.

Each Dentsu Group company in Japan has one board member in charge of CSR. At Group companies outside of Japan, which have increased greatly with the acquisition of Aegis Group plc, we have appointed 'CSR Champions' who promote CSR activities. Through such efforts, we are advancing CSR activities on a Group-wide level.

Dentsu aims to ensure that its CSR measures are consistent across the Group, while at the same time ensuring that all group companies remain able to fully express its characteristics.



## Dentsu Group CSR

### Striving for CSR that Conforms with Global Standards

#### Promoting CSR Activities Based on Awareness of ISO 26000

In November 2010, the International Organization for Standardization (ISO) released ISO 26000, an international standard providing social responsibility guidelines that are recommended for adoption by a wide range of organizations worldwide. By carrying out CSR activities based on an awareness of the seven core themes for social responsibility included in ISO 26000, as is demonstrated by the 'Dentsu Group Code of Conduct', Dentsu aims to contribute to sustainable development.

#### Participation in the United Nations Global Compact

Dentsu joined the United Nations Global Compact in December 2009 and upholds its 10 principles on human rights, labor, environment, and anti-corruption.



Along with the 'Dentsu Group Code of Conduct', Dentsu observes and practices the Global Compact principles as guidelines for its CSR activities. Dentsu also submits a 'CSR report' every year to the UN Global Compact and gives an annual activities report (Communication on Progress: COP) aimed at the realization of the 10 principles.

## Principal Measures in Fiscal 2013 vis-à-vis ISO 26000 and the UN Global Compact

Dentsu's principal measures in fiscal 2013 with regard to the seven core themes of ISO 26000, and the 10 principles of the United Nations Global Compact, are summarized below.

Global Compact 10 Principles	ISO 26000 seven core subjects and issues	Principal Measures	Pages
—	Organizational Governance	Compliance with the 'Dentsu Group Code of Conduct'	P17
		Dentsu's corporate governance structure	P24
		Proper operation of internal control systems (compliance with Financial Instruments and Exchange Law / Companies Act)	P26
		Implementation of robust risk management systems (review risk assessments → develop and implement response plans → monitoring)	P27
		Appropriate and close communication with shareholders and investors	P28
Human Rights (Principles 1, 2)	Human Rights	[Human rights education activities] Implementation of human rights awareness activities for employees (training programs by job requirements / occupational field, Human Rights College, etc.), various human rights-related communication activities (human rights slogan competition, human rights poster production, etc.)	P30-32
		Introduction of harassment counseling contacts, the Harassment Counseling Section, creation of a guidebook, holding employee education/training programs	P32
Labor Standards (Principles 3-6)	Labor Practices	A workplace environment that fully utilizes employee talent (respect for diversity, systems to help employees balance child-rearing and work, Post-retirement Reemployment, and others)	P34-35
		A workplace environment that fully utilizes employee talent (respect for diversity, systems to help employees balance child-rearing and work, etc.)	P36
		Global workplace campaigns and programmes (Wellbeing, Route to Good, and others)	P71-72
Environment (Principles 7-9)	Environment	Establishment of an environment policy, implementation of the 'Dentsu Group Eco Program', measures to fulfill our Eco-First Commitment, environmental awareness-raising activities, (Group Eco Awards, environmental slogans / environmental poster production, Greenwash Guide, etc.), '30 Days of Green' environmental campaign overseas by DAN, and others	P40-42 63-64
Anti-corruption (Principle 10)	Fair Business Practices	[Promotion of compliance systems at Dentsu and Dentsu Group companies] Fostering employee awareness of compliance issues through a 'compliance website', conducting compliance workshops, introducing and implementing an internal reporting and proposal system, 'Compliance Line'	P44,74
		Revision of the CSR Basic Procurement Policy and Procurement Guidelines in accordance with the formulation of the 'Dentsu Group Code of Conduct' continued operation of the partnership hotline	P45-46
		Respect for Laws and Regulations and Various Rights in Business Activities	P47
		Development of an Information Security Management System	P48
—	Consumer Issues	"Sustainability Marketing" activities (Dentsu Diversity Lab)	P50
		[Joint efforts with administrative agencies] Promotion of the 'Smart Life Project', involvement in the 'Food Action Nippon' campaign	P51
		Global programs for 'Consumer Issues' (Media for Good, and others)	P69-70
—	Community involvement and development (social contribution)	[Support for recovery efforts related to the Great East Japan Earthquake and Tsunami] Tsunami evacuation program 'Kakeagare! Japan', Administrative support for the 'Tohoku Rokkon (Six-Soul) Festival', various support programmes for reconstruction in Fukushima Prefecture, and others	P54-56
		[Various social contribution activities] Advertising Elementary School Program, China Advertising HR Development Project, various activities by DAN overseas (Volunteer Challenge, GlobalGivingTIME, 1000Cranes and others)	P57-60 65-68