

Non-financial Databook 2025

dentsu

Coverage Indication

- Group : Dentsu Group Inc. and subsidiaries (consolidated)
- dentsu : Group's brand name
- Japan : dentsu Japan abbreviation
- International/Int. : Collective name for the three EMEA, Americas, and APAC regions
- APAC : excluding Japan

When the following entity names are used, they are referred to on a non-consolidated basis:

- Dentsu Group Inc.
- DENTSU INC.

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Company Information

基本情報

No.	Category	Detail	Data	Web
1	Company name		Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/data-location.html
2	Location		1-8-1, Higashi-Shimbashi, Minato-ku, Tokyo 105-7050, Japan	https://www.group.dentsu.com/en/about-us/data-location.html
3	Representative		Hiroshi Igarashi Director, Representative Executive Officer, President & Global CEO, dentsu	https://www.group.dentsu.com/en/about-us/data-location.html
4	Established		July 1, 1901* * Established as Dentsu Inc. before its trade name changed to Dentsu Group Inc. on January 1, 2020.	https://www.group.dentsu.com/en/about-us/data-location.html
5	Capital		74,609.81 million yen (as of December 31, 2024)	https://www.group.dentsu.com/en/about-us/data-location.html
6	Number of consolidated subsidiaries and affiliates		Consolidated subsidiaries: 724 companies Affiliated companies: 76 companies (as of December 31, 2024)	https://www.group.dentsu.com/en/ir/common/pdf/2025_finance.pdf
7	Number of employees	Consolidated	67,667 (as of December 31, 2024)	
8	Number of employees	Non-consolidated	131 (as of December 31, 2024)	https://www.group.dentsu.com/en/about-us/data-location.html
9	Department in charge		Group Sustainability Office, Dentsu Group Inc.	
10	Contact		Please refer to the website.	https://contact.group.dentsu.com/m/en_total

No.	Category	Detail	Data	Web
11	Publication		<p>Dentsu's Non-financial Databook 2025 is prepared for dentsu's stakeholders, including shareholders and investors, to report the progress of dentsu's value creation, primarily focusing on quantitative, non-financial data. For information on our approach to value creation, strategies, materiality, and plans for and evaluations of our various initiatives, please refer to Integrated Report 2025.</p>	
12	Issue period		July 2025 (Next edition scheduled for publication in July 2026)	
13	Reporting period		This databook focuses on activities during FY2024 (January 1, 2024, through December 31, 2024), but also includes preceding and more recent activities. If an aggregate definition changes, past fiscal years will not be recalculated retroactively.	
14	Reporting organization		The scope of reporting includes Dentsu Group Inc. and its Group companies (both in Japan and internationally). For some items, the scope of coverage is explicitly explained. Company names are as of July 2025.	

No.	Category	Detail	Data	Web
15	Notations in this document		<p>In this databook, the scope of reporting is distinguished and indicated as follows:</p> <ul style="list-style-type: none"> • Group: Dentsu Group Inc. and its subsidiaries (consolidated) • dentsu: The Group's brand name • Japan: Abbreviation for dentsu Japan • International/Int.: Collective name for the Americas, EMEA, and APAC regions • APAC: Excludes Japan <p>When the following entity names are used, they are referred to on a non-consolidated basis:</p> <ul style="list-style-type: none"> • Dentsu Group Inc./ DGI • DENTSU INC. 	
16	Third-party assurance		<p>Limited assurance has been provided by KPMG AZSA Sustainability Co., Ltd. for a portion of dentsu's GHG emissions data and female leadership ratio. Specifically, the assurance covers the Scope 1, Scope 2, and partial Scope 3 emissions data for FY2024 (January 1 to December 31, 2024), as well as the female leadership ratio as of December 31, 2024. These data are within the scope of our consolidated reporting.</p> <p>Details are described in the Independent Assurance Report, which has been prepared in accordance with ISAE 3000 (Revised).</p>	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf
17	Reporting standard		<p>The Integrated Report and Non-financial Databook reference GRI Standards. Additionally, a GRI content index is published on dentsu's website.</p>	https://www.group.dentsu.com/en/sustainability/common/pdf/GRI2025.pdf

No.	Category	Detail	Data	Web
18	Approach		<p>For dentsu, sustainability is a prerequisite for realizing our purpose, "an invitation to the never before." Our strategy to promote sustainability is our value creation strategy. In June 2025, with the aim of building a more robust management foundation in response to changing social conditions, we revised our 2030 Sustainability Strategy to the 2030 Value Creation Strategy. This strategy is all about generating ideas for the future to solve challenges facing society through business.</p> <p>For more information on the positioning of the 2030 Value Creation Strategy within dentsu's values and principles framework, please refer to dentsu's website and Integrated Report 2025.</p>	<p>https://www.group.dentsu.com/en/philosophy/2030-value-creation-strategy.html</p> <p>https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf</p>
19	Materiality		<p>Dentsu has set out the 2030 Value Creation Strategy to realize our purpose, "an invitation to the never before." in the face of various changes in the external environment. Materiality comprises part of this strategy.</p> <p>In identifying our material themes in 2023, we conducted a two-axis evaluation based on "importance from a management perspective" and "importance from a stakeholder perspective" to maximize corporate value for stakeholders. These have been carried over to the current material themes: (1) Integrity, (2) People & Culture, (3) Innovation, and (4) Environment.</p> <p>For details on the materiality identification process, materiality-related KPIs, and dentsu's stakeholders, please refer to the "Materiality" and "Stakeholders" pages on dentsu's website. For information on the positioning of materiality within dentsu's Value Creation Model, please refer to the "Value Creation Model" page on the same website.</p> <p>The rationale behind the identification of our material themes is based on the perspective of risks and opportunities, which is disclosed in Integrated Report 2025.</p>	<p>https://www.group.dentsu.com/en/philosophy/materiality.html</p> <p>https://www.group.dentsu.com/en/philosophy/stakeholder.html</p> <p>https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025_all.pdf</p>
20	KPIs and performance		<p>Under the 2030 Value Creation Strategy, KPIs and action plans have been set for each of the four material themes. The Group Management Team members who comprise the Group Sustainability Committee are responsible for implementing their respective material themes, and the Global Chief Sustainability Officer has overall responsibility for the strategy.</p> <p>For more information on the organizational structure and our progress, please refer to Integrated Report 2025.</p>	<p>https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf</p>

No.	Category	Detail	Data	Web
21	Governance		<p>Dentsu has positioned sustainability as one of its core management themes, fully integrated with its value creation strategy. We have established the Group Sustainability Committee (GSC) directly under the Group Management Board (GMB), with its activities supervised by the Board of Directors. The GSC, chaired by Global Chief Sustainability Officer (GCSusO), Yuko Kitakaze, consists of eight members with diverse expertise and regional perspectives. The GSC holds four meetings per year to manage and evaluate progress toward the value creation strategy. For details on our sustainability governance structure and the issues addressed by the GSC, please refer to the Annual Securities Report.</p>	https://www.group.dentsu.com/en/ir/common/pdf/2025_finance.pdf



Environment

環境

No.	Category	Detail	Data	Coverage	Web
1	Policy	Environmental policy	<p>The Dentsu Group Environmental Policy outlines our efforts to mitigate the environmental impact that climate change poses, such as physical risks to assets and supply chains, and transition risks from regulatory changes to our business operations. These are underpinned by our strong commitment to compliance with environmental laws and regulations in our operations worldwide. By doing so, the Environmental Policy directly supports dentsu's overarching business purpose of creating new solutions and sustainable growth for our clients and society.</p> <p>For more information, please refer to our website.</p>	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/environmental-policy_en.pdf
2	Management structure	Environmental management system	<p>The Group Sustainability Committee (GSC) reports on environmental management to the Board of Directors via the Group Management Board in accordance with the Dentsu Group Environmental Policy. The Group Sustainability Office serves as the GSC Secretariat and oversees the specific measures implemented by the sustainability promotion teams in each region. The detailed structure is disclosed in the Securities Report and the Corporate Governance Report. The Group is certified for its Environmental Management System (ISO 14001) and operates a management system in accordance with the requirements (target market: Japan).*Any update from International?</p>	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/governance_202403_en.pdf

No.	Category	Detail	Data	Coverage	Web
3	Targets		<p>Dentsu's environmental goals are as follows.</p> <p>◆ GHG emissions reduction: Achieve net-zero greenhouse gas (GHG) emissions across the value chain by 2040. To this end, we will prioritize emissions reduction activities before neutralizing the remaining emissions (<10%) through credible and verifiable GHG removal projects. Our near- and long-term science-based GHG emissions reduction targets have been validated by the Science Based Targets initiative (SBTi) as conforming with the SBTi Corporate Net Zero Standard</p> <ul style="list-style-type: none"> • Near-term targets (by 2030) Reduce absolute Scope 1 and Scope 2 GHG emissions by 46.2% from a 2019 baseline. Additionally, reduce absolute Scope 3 GHG emissions from purchased goods and services, business travel, and employee commuting by 46.2% within the same period. • Long-term targets (by 2040) Reduce absolute Scope 1 and Scope 2 GHG emissions by 90% from a 2019 baseline. Reduce absolute Scope 3 GHG emissions by 90% within the same period. <p>◆ Renewable energy: Achieve 100% renewable energy ratio by 2030 *Renewable energy in the context of dentsu's commitments refers to electricity generated from renewable sources. This definition aligns with RE100.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/environment
4	Third-party memberships	Policy on third-party memberships	<p>Dentsu has built strategic partnerships with external organizations to leverage insights gained from collaboration with external stakeholders and enhance our response to environmental issues that threaten business continuity. When joining an organization, we confirm that its objectives and activities are consistent with our policies. and the Global Chief Sustainability Officer makes the final decision on whether to join. We review our membership status as necessary in accordance with our policies.</p>	dentsu	

No.	Category	Detail	Data	Coverage	Web
5	Third-party memberships and commitments	Organizations	<p>Dentsu participates in the following organizations dealing with environmental issues.</p> <ul style="list-style-type: none"> • RE100 – member • CDP – supporter • CDP Supply Chain Program– member • UN Global Compact (UNGC) – a signatory company • World Business Council for Sustainable Development (WBCSD) -member • AdGreen -a founding member • Sustainable Brands -member <ul style="list-style-type: none"> • Japan Climate Leaders' Partnership (JCLP) – associate member 		

No.	Category	Detail	Data	Coverage	Web
6	Climate-related disclosures	Governance	<p>The Dentsu Group analyzes corporate climate-related risks and opportunities referring to the International Sustainability Standards Board's (ISSB) IFRS S2 Climate-related Disclosures standard, which integrates the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). These results are disclosed and reflected in management decisions.</p> <p>The Group Management Board is accountable for the Group's greenhouse gas (GHG) emissions, and remuneration of the Group Management Team, which consists of Group Management Board and Group Executive Management, is linked to performance against annual GHG reduction targets across Scope 1 and 2 (excluding the US). Using 2019 emissions as the baseline volume, the Group aims to steadily and consistently reduce its absolute emissions on a steady glidepath each year to achieve a 46.2% reduction by 2030.</p> <p>For more information, please refer to dentsu Group Climate-related Disclosures 2025.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/climate-related-report2025.pdf
7	Climate-related disclosures	Recognition of risks and opportunities	<p>Dentsu recognizes that climate change poses material risks and opportunities to our business over the short, medium, and long term.</p> <p>In 2025, our evaluation extended beyond our direct operations to encompass upstream and downstream impacts throughout the value chain, utilizing all reasonable and supportable data and employed scenario analysis consistent with industry best practice to stress-test our business strategy under a range of plausible climate futures.</p> <p>The climate scenarios were selected based on relevance, plausibility, and utility, and the analysis was conducted over three time horizons: short term (2025–2029), medium term (2030–2039), and long term (2040–2050). This approach enabled identification of key climate-related risks and opportunities with the potential to affect revenue streams and operational costs.</p> <p>Physical risks include increased energy consumption due to temperature shifts, revenue impacts from extreme weather-induced workforce disruptions, and supply chain vulnerabilities to climate hazards. Transition risks encompass regulatory compliance costs, market demand shifts for sustainability services, and exposure to carbon pricing mechanisms. Conversely, opportunities lie in access to emerging markets and adoption of innovative low-carbon technologies.</p> <p>Our comprehensive risk identification process further acknowledges supplier exposures, particularly in climate-vulnerable regions, where physical hazards threaten supplier infrastructure and service continuity. Although granular data on supplier asset-level climate risk is currently limited, efforts are underway to enhance supply chain climate resilience through collaboration with suppliers and local teams. These initiatives aim to strengthen financial risk modelling and safeguard long-term operational continuity.</p> <p>For more information, please refer to dentsu Group Climate-related Disclosures 2025.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/climate-related-report2025.pdf

No.	Category	Detail	Data	Coverage	Web
8	Climate-related disclosures	Risk management and adaptation measures	<p>In alignment with the IFRS S2 requirements for disclosing the processes used to identify, assess, and manage climate-related risks and opportunities, we have integrated the assessment of climate-related risks into dentsu's broader enterprise risk management framework. This ensures consistency with our strategic objectives and operational resilience priorities. While no identified risks have yet resulted in material financial impacts or triggered significant asset revaluations during the current reporting period, proactive mitigation remains essential to protect long-term value and performance.</p> <p>To address physical risks, we utilize third-party climate data and modelling to evaluate projected impacts on energy demand across a representative portfolio of more than 350 global office locations, spanning Europe, Asia, and North America. We pursue relevant environmental certifications such as ISO 14001, ISO 50001, and BREEAM and continue to implement energy efficiency measures.</p> <p>To strengthen resilience against acute physical hazards such as extreme weather and heat stress we have established a dedicated Resilience Team within our Internal Control and Risk function. This team operates under dentsu's Resilience Policy and is supported by an ISO 22301-certified Business Continuity Management System. Through embedded response protocols, regular crisis simulations, and business impact assessments, we maintain readiness to manage climate-related disruptions. Emergency communication platforms further enable swift coordination during critical incidents.</p> <p>Regarding transition risks, we support our clients in adapting to changing regulatory landscapes and market expectations by providing sustainable service offerings and insights. Through research and development including global ad spend forecasts and consumer trend analysis we help clients navigate evolving sustainability requirements while reinforcing our own commercial resilience. These efforts contribute to positioning dentsu as a forward-looking, trusted partner in environmental transition journeys, with safeguards in place against macroeconomic and systemic shifts.</p> <p>For more information, please refer to dentsu Group Climate-related Disclosures 2025.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/communication/pdf/climate-related-report2025.pdf

No.	Category	Detail	Data	Coverage	Web
9	Climate-related disclosures	Metrics and targets	<p>The Group aims to achieve net-zero GHG emissions across the value chain by 2040. Our near- and long-term science-based GHG emission reduction targets have been certified by the Science Based Targets initiative (SBTi) based on the SBTi Corporate Net-Zero Standard. The Group's GHG emissions reduction targets are shown below:</p> <ul style="list-style-type: none"> • Near-term target (by 2030): Reduce absolute Scope 1 & 2 GHG emissions by 46.2% by 2030 from a 2019 baseline. Reduce absolute Scope 3 GHG emissions across the Group from purchased goods and services, business travel, and employee commuting by 46.2% during the same period. • Long-term target (by 2040): Reduce absolute Scope 1 & 2 GHG emissions by 90% by 2040 from a 2019 baseline. Reduce absolute Scope 3 GHG emissions by 90% during the same period. • Achieve 100% renewable energy by 2030* <p>*Renewable energy in the context of dentsu's sustainability strategy and commitments refers to electricity generated from renewable sources. This definition is aligned with RE100.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/environment

No.	Category	Detail	Data	Coverage	Web
10	GHG emissions	Calculation methodology and data boundary	<p>Dentsu calculates its greenhouse gas (GHG) emissions in reference with the GHG Protocol.</p> <p>Scope of calculation: Includes consolidated subsidiaries in Japan and globally over which dentsu exercises operational control. Consolidated subsidiaries that can be judged to have a negligible impact due to number of employees, type of use of bases, etc. are not included.</p> <p>Calculation methodology:</p> <p>Scope 1: Fuel used in buildings and vehicles x emission factor</p> <p>Scope 2: Electricity, heating, cooling, and steam used in buildings and supplied by other companies x emission factor</p> <p>Scope 3:</p> <p>Category 1: IT and office-related purchase/lease and outsourcing expenses, etc., which are major procurement x emission factor</p> <p>Category 2: Fixed assets and capital goods (office set-up cost etc.) purchase or acquisition costs x emission factor</p> <p>Category 3: Energy resource use (electricity, fuel, etc.) x emission factor</p> <p>Category 4: Postal, courier, etc. costs x emission factor</p> <p>Category 5: Industrial and general waste weight, wastewater x emission factor</p> <p>Category 6: Transportation and lodging costs, distance travelled x emission factor</p> <p>Category 7: Commuting cost or distance x emission factor</p> <p>Category 13: Energy consumption of the leased company x emission factor</p> <p>Category 15: Scope 1 & 2 emissions of investee company x equity share or revenue of investee company x equity share x emission factor</p> <p>Excluded from calculation:</p> <p>Scope 3:</p> <p>Category 8: Emissions from applicable leases are calculated under Scope 1 & 2.</p> <p>Category 9: Excluded because dentsu's products do not require transportation.</p> <p>Category 10: Excluded because none of dentsu's products require further processing.</p> <p>Category 11: Excluded due to minor impact.</p> <p>Category 12: Excluded due to minor impact.</p> <p>Category 14: Excluded because the company does not engage in franchise businesses.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf

No.	Category	Detail	Data						Coverage	Web
10	GHG emissions	Calculation methodology and data boundary	Notes: Due to system limitations, the Scope 3 Category 2 data were not split between Japan and outside of Japan. Since it is estimated that the majority of these emissions originate from Japan, all Category 2 emissions were included in the results for Japan both No.21-23 'Scope 3 (tCO ₂ e)' and No.48-50 'Total upstream (tCO ₂ e)' rows.							https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf
				FY2019 (baseline)	FY2021	FY2022	FY2023	FY2024		
11	GHG emissions	Scope 1+2 (tCO ₂ e)	Total	36,017	24,103	16,039	20,493	12,584	dentsu	
12	GHG emissions		Japan	17,828	19,653	11,592	12,757	7,476	Japan	
13	GHG emissions		Outside of Japan	18,189	4,450	4,447	7,736	5,108	Outside of Japan	
14	GHG emissions	Scope 1 (tCO ₂ e)	Total	11,759	3,195	3,267	4,501	3,001	dentsu	
15	GHG emissions		Japan	602	310	348	925	968	Japan	
16	GHG emissions		Outside of Japan	11,157	2,885	2,919	3,576	2,034	Outside of Japan	
17	GHG emissions	Scope 2 (tCO ₂ e)	Total	24,258	20,908	12,771	15,992	9,583	dentsu	
18	GHG emissions		Japan	17,226	19,343	11,244	11,832	6,509	Japan	
19	GHG emissions		Outside of Japan	7,032	1,565	1,527	4,160	3,074	Outside of Japan	
20	GHG emissions	Scope 1+2+3 (tCO ₂ e)	Total	578,046	384,428	393,494	457,053	401,733	dentsu	

No.	Category	Detail	Data						Coverage	Web
				FY2019	FY2021	FY2022	FY2023	FY2024		
21	GHG emissions	Scope 3 (tCO ₂ e)	Total	542,029	360,325	377,456	436,561	389,149	dentsu	
22	GHG emissions		Japan	176,117	38,754	49,972	139,408	169,214	Japan	
23	GHG emissions		Outside of Japan	365,912	321,571	327,485	297,153	219,935	Outside of Japan	
24	GHG emissions	Scope 3 Category 1 : Purchased goods and services (tCO ₂ e)	Total	285,259	316,082	294,923	264,790	222,048	dentsu	
25	GHG emissions		Japan	53,802	24,284	32,398	68,861	77,429	Japan	
26	GHG emissions		Outside of Japan	231,456	291,798	262,525	195,929	144,619	Outside of Japan	
27	GHG emissions	Scope 3 Category 2 : Capital goods (tCO ₂ e)	Total	40,657	N/A	N/A	14,285	55,848	dentsu	
28	GHG emissions		Japan	12,127	N/A	N/A	1,380	N/A	Japan	
29	GHG emissions		Outside of Japan	28,530	N/A	N/A	12,905	N/A	Outside of Japan	

No.	Category	Detail	Data						Coverage	Web
				FY2019	FY2021	FY2022	FY2023	FY2024		
30	GHG emissions	Scope 3 Category 3 : Fuel- and energy- related activities (tCO ₂ e)	Total	10,978	10,779	8,254	10,520	5,762	dentsu	
31	GHG emissions		Japan	4,281	5,155	2,759	3,268	3,288	Japan	
32	GHG emissions		Outside of Japan	6,698	5,624	5,494	7,252	2,474	Outside of Japan	
33	GHG emissions	Scope 3 Category 4: Upstream transportation and distribution (tCO ₂ e)	Total	1,375	3,558	4,264	3,107	1,642	dentsu	
34	GHG emissions		Japan	1,156	2,978	3,416	2,802	1,427	Japan	
35	GHG emissions		Outside of Japan	219	580	848	305	214	Outside of Japan	
36	GHG emissions	Scope 3 Category 5: Waste generated in operations (tCO ₂ e)	Total	6,424	1,207	904	6,578	4,707	dentsu	
37	GHG emissions		Japan	967	931	611	1,171	1,158	Japan	
38	GHG emissions		Outside of Japan	5,457	276	293	5,407	3,548	Outside of Japan	

No.	Category	Detail	Data						Coverage	Web
				FY2019	FY2021	FY2022	FY2023	FY2024		
39	GHG emissions	Scope 3 Category 6: Business travel (tCO ₂ e)	Total	80,642	9,909	35,899	42,178	32,980	dentsu	
40	GHG emissions		Japan	45,692	3,055	8,893	22,006	14,803	Japan	
41	GHG emissions		Outside of Japan	34,950	6,854	27,006	20,172	18,177	Outside of Japan	
42	GHG emissions	Scope 3 Category 7: Employee commuting (tCO ₂ e)	Total	72,528	14,668	27,848	58,601	53,767	dentsu	
43	GHG emissions		Japan	16,850	2,350	1,893	10,614	7,015	Japan	
44	GHG emissions		Outside of Japan	55,678	12,318	25,955	47,987	46,752	Outside of Japan	
45	GHG emissions	Scope 3 Category 8: Upstream leased assets (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	N/A	dentsu	
46	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	
47	GHG emissions		Outside of Japan	N/A	N/A	N/A	N/A	N/A	Outside of Japan	

No.	Category	Detail	Data						Coverage	Web
				FY2019	FY2021	FY2022	FY2023	FY2024		
48	GHG emissions	Total upstream (tCO ₂ e)	Total	497,863	356,203	372,092	400,058	376,754	dentsu	
49	GHG emissions		Japan	134,875	38,753	49,970	110,102	160,969	Japan	
50	GHG emissions		Outside of Japan	362,989	317,450	322,121	289,956	215,784	Outside of Japan	
51	GHG emissions	Scope 3 Category 9: Downstream transportation and distribution (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	N/A	dentsu	
52	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	
53	GHG emissions		Outside of Japan	N/A	N/A	N/A	N/A	N/A	Outside of Japan	
54	GHG emissions	Scope 3 Category 10: Processing of sold products (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	N/A	dentsu	
55	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	
56	GHG emissions		Outside of Japan	N/A	N/A	N/A	N/A	N/A	Outside of Japan	

No.	Category	Detail	Data						Coverage	Web
				FY2019	FY2021	FY2022	FY2023	FY2024		
57	GHG emissions	Scope 3 Category 11: Use of sold products (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	N/A	dentsu	
58	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	
59	GHG emissions		Outside of Japan	N/A	N/A	N/A	N/A	N/A	Outside of Japan	
60	GHG emissions	Scope 3 Category 12: End-of-life treatment of sold products (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	N/A	dentsu	
61	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	
62	GHG emissions		Outside of Japan	N/A	N/A	N/A	N/A	N/A	Outside of Japan	
63	GHG emissions	Scope 3 Category 13: Downstream leased assets (tCO ₂ e)	Total	893	331	309	580	659	dentsu	
64	GHG emissions		Japan	N/A	N/A	N/A	N/A	177	Japan	
65	GHG emissions		Outside of Japan	893	331	309	580	483	Outside of Japan	

No.	Category	Detail	Data						Coverage	Web
				FY2019	FY2021	FY2022	FY2023	FY2024		
66	GHG emissions	Scope 3 Category 14: Franchises (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	N/A	dentsu	
67	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	
68	GHG emissions		Outside of Japan	N/A	N/A	N/A	N/A	N/A	Outside of Japan	
69	GHG emissions	Scope 3 Category 15: Investments (tCO ₂ e)	Total	43,273	3,790	5,055	35,923	11,736	dentsu	
70	GHG emissions		Japan	41,242	N/A	N/A	29,306	8,067	Japan	
71	GHG emissions		Outside of Japan	2,031	3,790	5,055	6,617	3,668	Outside of Japan	
72	GHG emissions	Total downstream (tCO ₂ e)	Total	44,166	4,121	5,364	36,502	12,395	dentsu	
73	GHG emissions		Japan	41,242	N/A	N/A	29,306	8,244	Japan	
74	GHG emissions		Outside of Japan	2,924	4,121	5,364	7,197	4,151	Outside of Japan	
75	GHG emissions	Scope 1+2+3 Intensity ratio (tCO ₂ e / millions JPY net revenue)	Total	0.615	0.394	0.352	0.399	0.334	dentsu	

No.	Category	Detail	Data	Coverage	Web
76	Energy consumption	Targets and reduction policy	Dentsu's energy consumption reduction targets are integrated within our target to achieve 100% renewable energy by 2030. Renewable energy in the context of dentsu's value creation strategy and commitments refers to electricity generated from renewable sources. This definition is aligned with RE100. For more information, please refer to 【Metrics and targets】 section in this databook.	dentsu	
77	Energy consumption	Calculation methodology and data boundary	Energy consumption is calculated by reference to the GHG Protocol. Japan uses the latest emission coefficients by electric utility published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. In International, dentsu uses the most recent direct emission factors published by both the UK government and the International Energy Agency (IEA).	dentsu	https://www.group.dentsu.com/en/sustainability/commmon/pdf/third-party-assurance.pdf
78	Energy consumption	Reduction efforts	Dentsu aims to increase the use of renewable energy while reducing our overall energy consumption. We are actively promoting the following measures: <ul style="list-style-type: none"> • Enabling remote work Group-wide to lower energy consumption by reducing emissions from employee commuting. • Switching to LED lighting and installing energy-saving motion sensors in offices. • Formulating and implementing a renewable energy strategy for procuring 100% renewable energy worldwide by 2030. • Purchasing renewable energy certificates and promoting the procurement of renewable electricity from large energy consumption sites. • Enhancing employee education and training on environmental issues including energy. • Improving emissions data accuracy with Salesforce Net Zero Cloud to and collecting comprehensive Group emissions data. 	dentsu	

No.	Category	Detail	Data						Coverage	Web
				FY2019	FY2021	FY2022	FY2023	FY2024		
79	Energy consumption	Total energy consumption (kWh)	Total	120,934,577	81,812,434	94,705,022	76,901,800	98,243,214	dentsu	
				FY2019	FY2021	FY2022	FY2023	FY2024		
80	Energy consumption	Total electricity consumption (kWh)	Total	89,694,780	72,752,991	83,661,353	66,227,058	65,620,130	dentsu	
81	Energy consumption		Japan	32,587,952	39,000,509	52,333,195	24,190,164	24,138,522	Japan	
82	Energy consumption		Outside of Japan	57,106,829	33,751,429	31,328,158	42,036,895	41,481,609	Outside of Japan	
				FY2019	FY2021	FY2022	FY2023	FY2024		
83	Energy consumption	Amount of renewable energy use (kWh)	Total	50,218,638	35,397,299	29,756,238	35,564,698	52,141,260	dentsu	
84	Energy consumption		Japan	2,719,470	4,408,044	210,441	1,293,722	13,526,380	Japan	
85	Energy consumption		Outside of Japan	47,499,168	30,989,255	29,545,797	34,270,976	38,614,880	Outside of Japan	
86	Energy consumption	Renewable energy rate (%)	Total	56.0%	48.7%	35.6%	53.7%	79.5%	dentsu	
87	Energy consumption	Electricity consumption (GJ)	Outside of Japan	205,585	121,505	112,781	151,333	149,334	Outside of Japan	

No.	Category	Detail	Data						Coverage	Web
				FY2019	FY2021	FY2022	FY2023	FY2024		
88	Energy consumption	Gas consumption (GJ)	Outside of Japan	40,999	24,865	26,343	18,864	15,381	Outside of Japan	
89	Energy consumption	District heating consumption (GJ)	Outside of Japan	14,028	7,749	13,414	14,318	42,067	Outside of Japan	
90	Energy consumption	Total energy consumption (GJ)	Outside of Japan	364,072	178,187	175,799	207,042	224,051	Outside of Japan	
91	Water	Calculation methodology and data boundary	Scope of calculation: Includes consolidated subsidiaries in Japan and abroad over which dentsu exercises managerial control. Consolidated subsidiaries that can be judged to have a negligible impact due to number of employees, type of use of bases, etc. are not included.						dentsu	
92	Water	Reduction efforts	Dentsu does not set water usage reduction targets because, the primary use of water at our tenant facilities is for purpose of hygiene. Awareness of water issues is part of our training and other efforts to raise environmental awareness.						dentsu	
				FY2019	FY2021	FY2022	FY2023	FY2024		
93	Water	Water usage (m³)	Total	477,788	367,495	201,817	401,381	369,852	dentsu	
94	Water		Japan	1,375	164,712	21,218	75,416	43,126	Japan	
95	Water		Outside of Japan	476,413	202,783	180,599	325,965	326,726	Outside of Japan	

No.	Category	Detail	Data	Coverage	Web
96	Waste	Targets and reduction policy	<p>The Dentsu Group Environmental Policy commits to:</p> <ul style="list-style-type: none"> - Complying, as a minimum, with our compliance obligations including relevant environmental legislation, permits and other environmental requirements, such as the management of hazardous waste, the Waste Electrical and Electronic Directive (WEEE), and Restriction of Hazardous Substances (RoHS). <p>Although we do not have a specific waste target, dentsu collects and publicly reports our waste data annually.</p>	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/environmental-policy_en.pdf
97	Waste	Calculation methodology and data boundary	<p>Scope of calculation includes consolidated subsidiaries in Japan and abroad over which dentsu exercises managerial control. Consolidated subsidiaries that can be judged to have a negligible impact due to number of employees, type of use of bases, etc. are not included.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf
98	Waste	Reduction efforts	<ul style="list-style-type: none"> • Complying with all environmental obligations, including hazardous waste management, environmental laws and regulations, permits, and requirements in accordance with the European Union's Waste Electrical and Electronic Equipment (WEEE) Directive and Restriction of Hazardous Substances (RoHS). • Regularly assessing and managing environmental risks and opportunities related to Group operations. • Involving all stakeholders in the environmental management of Group business. • Continuing to improve the Group's environmental performance and integrating widely accepted environmental management best practices into our operations. • Reducing resource consumption and improving resource usage efficiency. • Managing our business operations to reduce our environmental impact and protect the environment • Acquiring, designing, renovating, locating, and using buildings with due consideration of environmental issues and energy performance. <p>These contents are included in our Environmental Policy, details of which are available on the website.</p>	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/environmental-policy_en.pdf

No.	Category	Detail	Data						Coverage	Web
				FY2019	FY2021	FY2022	FY2023	FY2024		
99	Waste	Total volume of municipal solid waste (kg)	Total	4,795,670	4,469,482	2,499,210	3,420,126	7,604,189	dentsu	
100	Waste		Japan	3,265,358	2,893,072	1,221,981	2,233,973	3,679,449	Japan	
101	Waste		Outside of Japan	1,530,312	1,576,410	1,277,229	1,186,153	3,924,740	Outside of Japan	
102	Waste	Total volume of landfilled waste (kg)	Total	3,417,824	1,138,650	929,678	2,589,271	3,882,576	dentsu	
103	Waste		Japan	1,887,512	697,230	420,361	1,900,006	714,931	Japan	
104	Waste		Outside of Japan	1,530,312	441,420	509,317	689,265	3,167,646	Outside of Japan	
105	Waste	Total volume of incinerated waste (kg)	Total	255,469	642,520	173,517	373,128	517,066	dentsu	
106	Waste		Japan	255,469	N/A	N/A	191,493	254,922	Japan	
107	Waste		Outside of Japan	N/A	642,520	173,517	181,635	262,144	Outside of Japan	
108	Waste	Total volume of recycled waste (kg)	Total	1,122,376	2,688,312	1,396,016	412,366	3,052,584	dentsu	
109	Waste		Japan	1,122,376	2,195,842	801,620	142,472	2,707,823	Japan	

No.	Category	Detail	Data						Coverage	Web
				FY2019	FY2021	FY2022	FY2023	FY2024		
110	Waste	Total volume of recycled waste (kg)	Outside of Japan	N/A	492,470	594,396	269,895	344,761	Outside of Japan	
111	Waste	Recycling rate (%)	Total	N/A	N/A	N/A	N/A	40.1%	dentsu	
112	Waste		Japan	74.1%	75.9%	65.6%	63.8%	73.6%	Japan	
113	Waste		Outside of Japan	40.5%	31.2%	46.5%	22.8%	8.8%	Outside of Japan	
118	Hazardous waste	Total volume of hazardous waste (kg)	Outside of Japan	N/A	N/A	N/A	1,171	13,758	Outside of Japan	
119	Supplier engagement	Policy on supplier engagement	<p>The Group conducts due diligence and risk assessments for suppliers, focusing on managing environmental risks and compliance with environmental and other applicable laws and legal obligations to ensure resiliency in the supply chain.</p> <p>As part of our supplier onboarding, new global suppliers utilized by our Global Functions team across our international operations are requested to respond to sustainability-related questions as part of their onboarding.</p> <p>These questions include whether suppliers:</p> <ul style="list-style-type: none"> •measure and report GHG emissions; •have an environmental management system in place; •report to CDP; and •have set science-based targets and/or RE100-aligned targets. <p>This has been initially implemented for Global Functions and the UK market only because for these teams, procurement is managed centrally and utilizes the Coupa platform. This also covers our global technology spend, which is a strategic/key area of spend..</p>						<p>UK and Global Functions indirect suppliers (non-media)</p> <p>UK and Global Functions</p> <p>Indirect suppliers (excluding media)</p>	

No.	Category	Detail	Data	Coverage	Web
120	Engagement with public policy organizations	Policy on engagement with public policy organizations	<p>Led by the Global Chief Sustainability Officer and the Group Sustainability Office, dentsu is engaging with the following organizations, aiming to enhance our response to environmental issues that threaten the continuity of our business:</p> <p>World Economic Forum (Strategic Partner), RE100, JCLP (Associate Member), CDP (Supporter), TCFD (Supporting Member), TNFD Forum (Member), TCFD Consortium (Member).</p>	dentsu	
121	Third-party assurance		<p>Select environmental data has undergone third-party limited assurance by KPMG AZSA Sustainability Co., Ltd.</p> <p>The assurance statement is available on our website.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/communication/pdf/third-party-assurance.pdf

Awareness of employee 従業員の意識向上

No.	Category	Detail	Data	Coverage	Web
122	Participation of sustainability-related trainings (environment)	Participation rate (%)	With the aim of instilling our Value Creation Strategy in all employees across the Group and linking it to the creation of business opportunities, we provide a variety of training opportunities tailored to the characteristics of each region, excluding the US. For basic concepts, please refer to our Environmental Policy, and for specific implementation details, please refer to our Integrated Report.	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/environmental-policy_en.pdf https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf

No.	11-74	FY2019 (baseline)	<ul style="list-style-type: none">• The 2019 baseline has been validated by SBTi in November 2024.
No.	11-75	GHG Emissions	<p>Scope and method of calculation</p> <ul style="list-style-type: none">• Organisational boundary of calculation : Includes consolidated subsidiaries in Japan and globally over which Dentsu Group Inc. (“dentsu”) exercises operational control.• Reference made to the Greenhouse Gas (GHG) Protocol in the calculation.• Within GHG emissions, Scope 3 is calculated for all categories (1–15), and values for applicable item categories 1, 2, 3, 4, 5, 6, 7, 13 and 15 are listed. (Items that do not apply are not listed)• Due to changes in the scope of consolidation resulting from M&A, we have recalculated and revised the figures for 2019 (baseline) and 2023 in reference to the GHG Protocol ‘Chapter 5 Tracking Emissions Over Time’.
No.	11-74	Japan	<ul style="list-style-type: none">• Dentsu Group Inc. is calculated as dentsu Japan (nominal name: “Japan”) where the headquarters building is located.



Social

社会

No.	Category	Detail	Data	Coverage	Web
1	Structure		At dentsu, human capital management is driven under the leadership of the Global CHRO and a structured HR leadership system. Specifically, we have established the HR Business Partner (HRBP) function, which designs and implements strategies tailored to each of our four operating regions, and the Center of Excellence (CoE), which provides globally consistent planning and support across specialized HR areas. The HRBP function works directly with business units in each region, addressing employee needs and advising business leaders based on local requirements. The CoE focuses on talent (including talent management and development), rewards, and HR operations, and is responsible for designing global policies and standards, delivering HR programs, and managing HR processes across regions. The execution of these human capital management initiatives is supported by a multi-layered supervisory structure, aligned by area and organizational level, to ensure proper governance. At the enterprise level, the CHRO regularly reports on strategy and performance to the Board of Directors. For critical matters such as executive nominations and compensation, dedicated Nomination and Compensation Committees, comprised primarily of outside directors, are in place to ensure objectivity and transparency. At the regional level, governance bodies are also in place to review and report on nomination and compensation matters, maintaining oversight across all regions.	dentsu	
2	Targets		<p>Talent Development:</p> <ul style="list-style-type: none"> • 100% succession readiness for the Group Management Team • Improved "Growth" score in the employee engagement survey <p>Organizational Culture:</p> <ul style="list-style-type: none"> • Improved overall engagement score • Improved "Respect" score in the employee engagement survey 	dentsu	
	Aspirational goal		<ul style="list-style-type: none"> • 35% representation of women in leadership roles (excluding the US) by 2030 <p>The actual figures in 2024 for the female leadership ratio and engagement score are described in the "Employee Engagement Survey Results" in "Employee Engagement sections of the Non-financial Databook 2025. (Note: The results for Japan and DGI through 2022 are excluded due to a redefinition.)</p>	dentsu	
3	Strategy		Please refer to the "Our people" section of Integrated Report 2025. This section describes in detail the context of our people strategy, strategic framework, activity policies based on the strategy, and the results of our most recent initiatives.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf

No.	Category	Detail	Data	Coverage	Web
4	Human capital risk assessment		Human capital risks are described as one of the "operational risks" in dentsu's Financial Report 2025, in the section "3 Risk Factors".	dentsu	https://www.group.dentsu.com/en/ir/common/pdf/2025_finance.pdf
5	Training programs	Succession planning	<p>At dentsu, we take a proactive, strategic approach to executive succession planning, aiming to ensure we know the following:</p> <ul style="list-style-type: none"> • What roles and types of leaders we need to achieve our strategic ambition, make a positive impact on society, and ensure our clients receive exceptional partnership. • What talent we have internally and what support is needed to enable them to thrive in their careers and deliver great work for our clients, today and tomorrow. • What strategic external partnerships we might need to bring in market-leading external talent to join our talented dentsu teams. <p>Our Group Management Team (GMT) members are actively involved in succession planning and development conversations throughout the year. They set the tone from the top of our organization, role-modeling how we can all nurture and develop great talent through targeted, thoughtful development that makes a real difference to both individual employees and our business.</p> <p>We have defined the behavioral requirements that dentsu leaders should embody as "dentsu Leadership Attributes" (dLA). These attributes define what is important to successfully lead dentsu now and in the future, and they serve as significant guidelines for talent selection, evaluation, and development in our succession planning.</p> <p>We have established a forum called "People Discussion," which utilizes dLA to discuss talent matters. Through this process, we aim to identify high-potential talent and successor candidates.</p> <p>For high-potential talent identified through "People Discussions," we strategically design development programs to provide growth opportunities. These programs are structured across different job levels:</p> <ol style="list-style-type: none"> 1) For level 65–70, individual assessments and coaching are provided. 2) For level 55–60, "dentsu Leadership Connect" program focuses on developing transformational leaders aligned with business strategy. 3) For level 50–55, the "dentsu NEXT 20" program offers opportunities for global hands-on experience. <p>Each region adopts a similar, agile, and diverse approach, tailored to its business needs and talent.</p> <p>The scope includes our GMT positions, key market CEOs, and other business-critical positions as defined by each region. We track succession health and coverage to measure and enhance the impact of our investment in this work over time.</p>	dentsu	

No.	Category	Detail	Data	Coverage	Web
6	Training programs	Annual mandatory training	<p>Annual mandatory training is conducted annually for employees across all markets. Core topics include Code of Conduct affirmation, data protection & privacy, ethics and compliance, dentsu security, and intellectual property, with additional regional and market-level mandatory courses.</p> <p>Dentsu's annual mandatory training program:</p> <ul style="list-style-type: none"> • Prepares our employees with the knowledge and skills needed to conduct business consistent with our standards of behavior and policies. • Mitigates ethical, reputational, and compliance risks to employees, the business, and clients at global, regional, and local levels. • Meets regulatory requirements. • Fulfills the requirement for proof of training, which is increasingly requested by clients and external auditors. 	dentsu	
7	Evaluation and feedback systems	Performance development (including achievement of annual goals)	<p>At dentsu, employee performance development is assessed on two key dimensions. The first is the "What"—the specific business outcomes an individual achieves. The second is the "How"—the leadership behaviors demonstrated. To enhance both dimensions, we implement a consistent cycle of annual goal setting, feedback, and evaluation. During goal setting, strategic priorities at both the company-wide and divisional levels are shared to ensure alignment between individual and organizational goals. Throughout the year, regular dialogue between employees and management provides opportunities to discuss progress toward goals and career development. At year-end, evaluations and feedback are conducted from both performance and leadership behavior perspectives, based on the degree of goal achievement.</p>	dentsu	
8	Evaluation and feedback systems	Senior leader town hall meetings	<p>Senior leaders overseeing each region and division regularly create opportunities for dialogue with employees to facilitate information sharing and foster organizational engagement. One such initiative is the regular "town hall meeting," where all employees within a division come together. Through direct communication between leadership and employees, these meetings aim to enhance understanding of organizational strategy, enable the swift sharing of on-the-ground issues, and build engagement through open and transparent dialogue.</p>	dentsu	

No.	Category	Detail	Data	Coverage	Web
9	Career development	Career framework	<p>As part of our efforts to support employee growth, we place great importance on creating an environment where individuals can proactively shape their own careers. Particularly in Japan, we are accelerating initiatives that support career autonomy in response to the evolving nature of work during this period of transition.</p> <p>As a foundation for these efforts, we have developed a "Career Framework" that outlines all roles and job levels within the company and serves as the basis for various HR initiatives. By using the Career Framework to enhance career visibility, we enable employees to clearly understand their current position and envision their future career aspirations. Moreover, a consistent Career Framework standard facilitates the implementation of coherent HR practices aligned with job families and levels, such as recruitment, development, and compensation. This, in turn, provides fair and challenging career development opportunities for our employees.</p>	dentsu	
10	Training programs	Global learning experiences for Game Changing Talent	<p>In our International business, we offer two global learning experiences for our top talent and high-potential individuals to cultivate the next generation of executive leaders. These critical talent programs have earned multiple awards.</p> <ul style="list-style-type: none"> • "Game Changing Talent of dentsu" (gct): A 12-month virtual experiential learning and development program in International for developing the ability (game-changing) to drive major transformations across the entire company. It targets a wide range of career levels, from professional to management and director roles. "gct" is specially designed to build soft skills and inspire participants to (g)row, (c)ollaborate, and accelerate personal and business (t)ransformation. • "eigyo": This is our most important global learning experience for developing game-changing capabilities, focusing on integrated client leadership. Leveraging dentsu's Japanese heritage, "eigyo" enables participants to design, organize, and deliver integrated solutions to solve clients' business challenges, elevating them to the status of trusted advisors. <p>All global learning experiences for critical talent include opportunities for 360-degree assessment as well as coaching.</p>	International	
11	Training programs	Global learning experience for new managers: Guided Me2We	<p>Guided Me2We is a new people leader training program created to support and develop first-time managers in International (levels 25-40) as they transition from individual contributors (Me) to people managers (We). This training program combines on-demand e-learning through Dentsu University, facilitated discussions with peer networking, and Leadership Labs. It covers critical topics such as Building Team Engagement, Feedback, Emotional Intelligence, Navigating Conflict, and Leading Through Change.</p>	International	

No.	Category	Detail	Data	Coverage	Web
12	Training programs	Live Learning	Global Live Learning sessions are virtual gatherings that bring everyone in International together to create opportunities for conversation and shared learning. By promoting a learning culture grounded in curiosity, collaboration, and connection, we aim to create long-lasting impact through a deeper understanding of ourselves, our business, and society. Sessions are held two to three times per month and cover topics such as business strategy, strategic skills, thought leadership, health and well-being, People & Culture, and our work and clients. Specific examples include dentsu's Approach to Generative AI, Ad Spend, Navigating Change, Pace of Progress - Media Trends, Intersectionality, and Mental Health. These are opt-in sessions, and the number of participants, which varies based on the topic and time zone, can range from 50 to as many as 650 per session.	International	
13	Training programs	Mentoring	Various mentoring programs are available to meet the development needs of our people. These include in-market programs as well as programs for high-potential talent (HiPos). Mentoring is a developmental partnership through which one person shares knowledge, skills, information, and perspective to foster the personal and professional growth of another. The power of mentoring is that it creates unique opportunities for collaboration, goal achievement, and problem-solving.	International	
14	Training programs	Onboarding	Dentsu provides a welcoming and people-centric onboarding experience, blending a global approach with local experience to enhance new joiners' productivity and ensure a positive experience from the moment they join. Over the course of their first few weeks, new joiners learn about our business and culture, our clients, the positive impact we have on society, and how they can cultivate a lasting and purposeful career at dentsu. To support the journey of new joiners, we have developed a variety of tools and resources, including Regional Onboarding Facilitators, a New Joiner Toolkit, the New Joiner Hub on dentsu dot (intranet), and a People Leader Guide. All of these resources support a positive journey for new joiners, helping them carry their experience into their first year and beyond at dentsu. In fact, our new joiners in their first year showed an overall engagement score at dentsu in 2024 that was 8 points higher than that of more tenured employees.	International	

No.	Category	Detail	Data	Coverage	Web
15	Training programs	dJ training system	<p>[Objective]</p> <p>At dentsu Japan, our key priorities are to instill dentsu's Purpose, "an invitation to the never before." and Values, "The 8 ways" in all dJ employees, and to develop professional talent to achieve our goal of becoming an "Integrated Growth Partner."</p> <p>In line with our strategic HR policy of "Maximizing Human Resource Value," we formulate and promote various training programs and provide training support to each dJ brand. We also leverage the economies of scale of dentsu Japan as a whole to share the assets of each brand as educational content and to develop and share training programs that would be difficult for each brand to implement individually.</p> <p>[Contents]</p> <p>As part of the "dJ Training System," we provide online and group training programs in the following areas:</p> <p>(1) Business domain (AX-CX, BX-DX) (2) Corporate domain (3) Common skills (4) Management positions (5) DEI and compliance (6) Female leadership candidates</p> <p>In addition to the above six areas, we also promote video-based learning through our online video platform, RUUUN.</p> <ul style="list-style-type: none"> • "dJ Required Videos": We provide content (e.g., Vision, DEI, and compliance) in line with dJ's management policy. • "dJ Optional Videos": We provide video programs on a wide range of work-related themes, such as AX-DX, data science, insights into social issues, and liberal arts. <p>[Target]</p> <p>The maximum population is the entire 23,000 employees of dentsu Japan, and targets are carefully selected for each area.</p> <p>[Frequency & number of participants]</p> <p>Adjusted according to the domain, content, and delivery format (online or in-person).</p>	Japan	
16	Training programs	dJ new joiners joint program	<p>[Objective]</p> <p>Through the following, we establish a foundation for new joiners to work as members of dJ with high motivation:</p> <ul style="list-style-type: none"> • Understand dentsu's corporate philosophy, NORTHSTAR, as their own. • Understand how dentsu's business provides value to society. • Build a human network that transcends company boundaries. <p>[Contents]</p> <p>This is a two-day online training course that includes workshops with participants from various Group companies.</p> <p>Day 1: Aimed at understanding the Group, the program focuses on input, primarily through lectures on topics such as "What is dentsu Japan?" and "What kind of senior employees are in dentsu Japan?".</p> <p>Day 2: Aiming to understand our Purpose, "an invitation to the never before." and Values, "The 8 Ways" the program focuses on output, primarily through workshops.</p> <p>[Target]</p> <p>In principle, participation is mandatory for new joiners of direct subsidiaries; with the approval of the parent company, some indirect subsidiaries also participate.</p> <p>[Frequency]</p> <p>Held once a year in the first week of April.</p> <p>[Number of participants]</p> <p>545 participants in FY2024.</p>	Japan	

No.	Category	Detail	Data	Coverage	Web
17	Training programs	Employee development training	<p>[Summary] Employee development training at DENTSU INC. consists of mandatory, voluntary open, and company-nominated programs.</p> <p>[Mandatory training] Mandatory training programs include training for prospective employees, a new joiner start-up program with a leader-sub-leader team structure, a new joiner follow-up program with a trainer system, onboarding for mid-career joiners, a 3rd-year career program, a promotion challenge program, the Dentsu Management Program, and company-wide mandatory programs.</p> <ul style="list-style-type: none"> • Dentsu Management Program: A mandatory training program aimed at developing leadership skills, conducted for employees in line management positions. In FY2024, 794 continuing and newly appointed employees participated in the "Knowledge Session" to acquire knowledge on compliance and other issues. Additionally, 115 new appointees participated in the "Leadership," "Strategy," "Practical," and "Evaluation" sessions. The training provides participants with the knowledge, skills, and mindset to create an organization that develops people and produces results, enabling them to engage in management that benefits the business. <p>The program is designed to equip line managers to carry out appropriate organizational operations and support talent growth. It provides knowledge and a mindset for leadership, labor management, and evaluation responsibilities that are generally required of managers. It also supports strategic thinking and output for managers to set mid- to long-term and current goals, and to create a vision for their team and each member's desired future state and a path to achieve it. This includes practical skills such as 1-on-1 meetings to build trust with direct reports and programs to recognize one's own biases for diversity management.</p> <ul style="list-style-type: none"> • Company-wide mandatory programs: Content that all employees must understand and internalize is created for e-learning as needed. In 2024, 4,489 employees participated. <p>[Voluntary open and company-nominated training] Voluntary open and company-nominated programs are designed to support employees who will embody the "Integrated Growth Partner" (IGP) and lead DENTSU INC. into the future.</p> <p>[Voluntary open training] Voluntary open programs include those aimed at supporting career autonomy, such as "Business Profile Creation," as well as programs designed to strengthen essential knowledge and core business skills for all employees to promote the IGP, such as project management training and "GLOBIS Unlimited Learning."</p>	DENTSU INC.	

No.	Category	Detail	Data	Coverage	Web
17	Training programs	Employee development training	<ul style="list-style-type: none"> • "Business Profile Creation": This program helps employees take stock of and reaffirm their strengths and values to date, and to design the career and achievements they want for their future profile through backcasting. It is offered on an optional basis, particularly to employees in their 40s who are facing career uncertainties. In FY2024, 150 people participated. <p>To support the continuous and autonomous growth (updating) of each unique employee, we also offer programs such as GLOBIS Unlimited Learning, qualification support, and language development support.</p> <ul style="list-style-type: none"> • "GLOBIS Unlimited Learning": Mandatory for young employees (up to the equivalent of their 5th year) to acquire basic marketing knowledge. In FY2024, 617 employees participated. • Qualification Support: We support the acquisition of qualifications that provide a comprehensive understanding of digital/data marketing fundamentals applicable in the field, such as the IT Passport, UX Certification, Marketing Certification, and G Certification. In 2024, 580 employees took these exams. • Language Development Support: We offer ongoing English language learning support, including subsidized English conversation lessons (with half the cost covered by the employee) and assistance with English learning apps. In 2024, 657 employees utilized these programs. We also support taking English proficiency tests such as TOEIC and Versant; 132 employees took these tests in 2024. <p>[Company-nominated programs]</p> <p>Company-nominated programs such as "TIME," "Hasegawa Juku," "NewSchool," and the "Minerva University Program" are implemented to cultivate each employee's mission-oriented mindset and practical skills.</p> <ul style="list-style-type: none"> • TIME: A program to achieve a 25% or higher ratio of female managers by 2030. In collaboration with dJ, it conveys the company's serious commitment, involving not only employees but also their superiors, and provides support from fostering motivation for appointment to facilitating promotion into management. In FY2024, 16 participants from DENTSU INC. took part. • Hasegawa Juku: A selective workshop led by former Facebook Japan CEO, Susumu Hasegawa. The program is designed to enhance business capabilities, including skills and leadership that transcend time and organizations, as well as the perspective and drive to create change for clients and society. Participants learn about "Strategic thinking," "Thorough consideration and decision-making," "Consensus building and gaining allies," and "Communicating and disseminating a vision." In 2024, participation was limited to employees eligible for promotion, with 61 employees in their fifth year as new graduates participating. • NewSchool: A program aimed at developing dentsu's core competency of creativity in a broad sense in an integrated, systematic, comprehensive, and practical manner, and at cultivating directors with essential management skills for the future of dentsu, applicable across all fields. In collaboration with internal and external experts, the program regularly 	DENTSU INC.	

No.	Category	Detail	Data	Coverage	Web
17	Training programs	Employee development training	<p>provides diverse learning opportunities, from the latest trends in various fields to basic business skills and languages. It is a learning environment designed to foster not only the practical management skills of motivated young talent but also their ambition to lead the business and contribute to its expansion. The program is designed for comprehensive learning through lectures, exercises, and assignments from top internal and external leaders in various fields, including strategy, digital, business development, creative, and media. The program lasts for 6 months and consists of 25 lectures of 4-5 hours each. In FY2024, 20 employees participated.</p> <ul style="list-style-type: none"> • "Minerva University Program": Co-sponsored by Dentsu Digital Inc. and other dJ Group companies. The program offers systematic learning of leadership skills necessary in an increasingly complex business environment. It mainly targets managers who are keen to grow and embrace challenges, enabling them to apply what they learn immediately to their own management style. The goal is to systematically acquire the competencies necessary for leaders in an increasingly complex global business environment. Specifically, participants learn practical systems thinking, stakeholder management for co-creation and innovation, and communication methods to involve others as a leader" through flipped learning and active learning. The course is designed to help participants acquire the thinking habits of adaptive leadership, which are indispensable in a rapidly changing and uncertain business environment. The program consists of 10 two-hour lectures over a three-month period. In FY2024, 8 employees from DENTSU INC. were program members. <p>The "INPUT! Channel" is a platform that centralizes a wide range of training programs, including e-learning, applications for group seminars, and links to external learning sites, thereby promoting opportunities for employee development.</p>	DENTSU INC.	
18	Training programs	Dentsu University	<p>Dentsu University (DU) is a global learning platform that connects approximately 48,000 employees to over 80,000 learning assets, with representation from approximately 40 languages.* In collaboration with our related portal site, Percipio, DU enables learning in various formats. As part of the online content, there are over 1,200 skill benchmark assessments, 2,000+ hands-on practice labs, 2,000+ AI simulations, 23,000+ books/summaries, 6,000+ audiobooks/summaries, 80+ partner certification pathways, and 600+ pre-curated learning paths. By centralizing learning content from internal subject matter experts, mandatory learning, and external content providers, DU supports professional and leadership development, as well as technical and craft skills. Examples of internally-created leadership content include "Guided Me2We," a learning experience for new people managers, and "Leading with Strengths," a learning experience based on CliftonStrengths. Additionally, content specific to dentsu's business areas can be easily accessed and created in-house through a partnership between the Talent & Learning team and subject matter experts.</p> <p>*While not all content is available in all languages, many courses offer auto-translation.</p>	International	

No.	Category	Detail	Data	Coverage	Web
19	Training programs	Employee development training	<p>North Asia:</p> <ul style="list-style-type: none"> • AI Applications and Trends - Future Skills & Career Development Initiative: Mandatory training for Integrated Client Leads focused on Generative AI (21 employees participated) • LEAP Program: Mandatory training for JL35-45, with a focus on building trust and respect, valuing individuality, engaging wide-ranging talent, role-modeling ethical behavior, coaching, and Gen Z communication (49 employees participated). • Wellness@dentsu program: In collaboration with an Employee Assistance Program vendor, monthly sessions were held to promote emotional well-being, creativity, and self-care. Each session aims to offer valuable tools for managing stress, fostering inner peace, and supporting overall mental and emotional health (263 people attended across 8 sessions). <p>China:</p> <ul style="list-style-type: none"> • Dentsu China conducted 12 Ethics & Compliance Training sessions throughout 2024, with a total of 1,313 employees participating. The program covered critical topics, including E&C Induction, COI Training, and Ethical Leadership Workshops, reflecting dentsu's ongoing dedication to fostering a culture of integrity and accountability. • Dentsu China is committed to developing the next generation through the Z-Star Management Trainee Program. In 2024, over 50 Z-Stars participated in a two-week intensive training program encompassing 10+ internal and external courses. The curriculum included professional skills, social media strategies, client partnership techniques, presentation skills, creativity trends and insights, CRM, AI technology, a "Partner Day" featuring company visits, and a Social Media Integrated Pitch team competition. • Employee Well-being & Mental Health Workshops: A variety of activities were held to promote employee well-being and mental health, including an Employee Assistance Program workshop (66 attendees), a Halloween pumpkin carving event (38 attendees), and a Christmas gift exchange (70+ employees). <p>Taiwan:</p> <ul style="list-style-type: none"> • All employees are required to participate in an anti-harassment training course (1.5 hours). • North Star Internship program: A total of 60 interns participated in the program, each taking 10 internal courses. <p>Malaysia and Singapore:</p> <ul style="list-style-type: none"> • Wellness webinar: Provided for employees in Malaysia and Singapore. Topics covered included Nutrition for Weight Management, Tackling Aches and Pains, Overeating during Holidays, and Nutrition and Feasting. 	APAC (China, Taiwan, Malaysia, Singapore, India, Australia, New Zealand)	

No.	Category	Detail	Data	Coverage	Web
19	Training programs	Employee development training	<p>India:</p> <ul style="list-style-type: none"> • Business Etiquette Training: This training introduced employees to corporate business standards and etiquette, offering essential tips and guidance to develop professional behavior and navigate workplace interactions effectively (206 attendees). • Wellness Program: 10 sessions were conducted by subject matter experts on mental and emotional well-being (2,500+ total attendees, including non-unique participants). <p>Dentsu Global Services (India):</p> <ul style="list-style-type: none"> • Understanding & Overcoming Unconscious Bias Training: Two online modules, plus a self-reflection task focusing on recognizing, understanding, and overcoming unconscious bias (97% completion rate). • Cross-Cultural Intelligence Training: 5 online modules plus an assessment quiz; a course emphasizing the need for cultural intelligence in today's globalized world and introducing models to help participants increase their cultural quotient (93% completion rate). <p>Australia:</p> <ul style="list-style-type: none"> • "Mental Health is Everyone's Business": A virtual workshop hosted by an external provider (Black Dog Institute), with approximately 50 attendees. • Mental Health First Aid: An accredited course hosted by an external provider, with 24 employees qualified as Mental Health First Aiders in 2024. • "7 Steps to Practical Reconciliation": Mandatory online training for all employees in Australia, focused on creating a culturally aware workplace and enabling employees to contribute to reconciliation for Australia's First Nations people (100% completion rate for all new joiners in 2024). <p>New Zealand:</p> <ul style="list-style-type: none"> • Cultural Competency Training: A bespoke session delivered by external provider Sione Taunga for the Leadership Team (attended by the New Zealand Executive Leadership Team). <p>Australia and New Zealand:</p> <ul style="list-style-type: none"> • How to Comply with the New AANA Environmental Claims Code: Online modules offered by the Australian Association of National Advertisers (AANA) to share the new Code rules, what to watch out for when making environmental claims, and tips for making compliant ads. 	APAC (China, Taiwan, Malaysia, Singapore, India, Australia, New Zealand)	

No.	Category	Detail	Data	Coverage	Web
20	Training programs	Privately funded study leave program	The privately funded study leave program is a growth support program currently utilized by 11 employees (as of April 2025), with an average of about 6 applications per year. Through this program, employees design their own study plans, enroll in programs at educational institutions such as universities, graduate schools, and business schools in Japan and overseas, and return to work after acquiring new knowledge and skills, often through obtaining a degree. The program is an unpaid leave of absence, with costs borne by the employee. If requested, the company provides a loan of up to 80% of the employee's lump-sum severance payment based on the "Regulations for Loaning to Employees on Privately Funded Overseas Study Leave." Currently, 80% of employees on study leave utilize this loan program.	DENTSU INC.	
21	Training programs	dentsu Leadership Connect	<p>dentsu Leadership Connect (dLC) is a global learning and development experience for promising and influential high-potential leaders (Level 55-60), personally sponsored by the Group CEO, Group CHRO, and the Group Management Team (GMT). Investing in our people and culture, including the next generation of executive leaders, is a strategic imperative to drive Client Centricity and Integrated Growth Solutions. Through dLC, participants not only gain broader perspectives and connections but are also equipped to drive transformation within themselves and their respective parts of the business.</p> <p>Objectives of the dLC program are focused on:</p> <ul style="list-style-type: none"> • Realizing our strategic ambitions by developing enterprise leaders as change agents for the execution of our Mid-Term Management Plan's priorities, with a focus on Integrated Growth and Client Centricity. • Inspiring high-potential talent across dentsu through executive sponsorship and presence. • Investing in future talent with leadership and business skills to build a pipeline of global leaders. <p>2025 marks the 2nd edition of this flagship program, and we have selected 40 leaders who will benefit from this unique development opportunity this year. In 2024, 38 people participated in dLC. For both intakes, dLC has seen strong representation from across all dentsu regions, service lines, and functions.</p>	dentsu	

No.	Category	Detail	Data	Coverage	Web
22	Evaluation and feedback systems	1-on-1 feedback system	<p>All employees are subject to 1-on-1 meetings with their direct manager, with a recommendation to meet at least once a month (implemented by 70% of employees).</p> <p>For employees subject to evaluation by supervisors, the following are implemented: A year-long dialogue is promoted, starting with goal setting at the beginning of the year, followed by opportunities to communicate future career and transfer preferences, and mid-year and year-end feedback.</p> <p>For employees subject to evaluation, the company requires mandatory sessions with set topics in the months listed below, while other sessions are designated as opportunities for free dialogue to build trust.</p> <ul style="list-style-type: none"> • February: Set the mission for the year and provide feedback on the "Mission Grade." • March: Discuss future career paths and transfer requests. • July/August: Provide mid-year feedback. • January of the following year: Provide feedback on the achievement of the previous year's mission. <p>From September onward, "Potential Finder" (talent development meetings) are held for employees in each division. In these meetings, all line managers discuss the current experience and strengths of each individual employee and consider future assignments to support their growth. 1-on-1 meetings are also conducted based on the content of these discussions.</p>	DENTSU INC.	
23	Sharing Meetings		<p>The Sharing Meeting is an interactive live webinar for employees of dentsu Japan. It serves as a forum for sharing information and exchanging opinions on topics related to management and business promotion that should be shared between executives and front-line employees. Viewers can watch the live broadcast and ask questions on the spot. The broadcast is targeted at approximately 17,300 employees of dentsu Japan, with an average of 1,000 to 2,000 viewers tuning in for each session. The highest number of viewers to date has been approximately 4,300. In FY2024, the event was held 11 times.</p>	Japan	
24	Leave for skills, learning & development	Program name: Study leave program	<p>Singapore: Employees are eligible for up to 3 days of Examination Leave, to be taken on the actual examination date(s), if the following conditions are met: the employee has completed at least 3 months of service at dentsu, and the course of study has been approved by their manager prior to commencement as relevant to the employee's work.</p> <p>New Zealand: All permanent employees who have passed their probation period are eligible for 5 days of study leave per year.</p>	APAC (Singapore, New Zealand)	

No.	Category	Detail	Data							Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
25	HR data	CT&T personnel composition ratio	Ratio	Japan	N/A	33.0%	37.0%	39.2%	41.1%	Japan	
26	HR data			Int.	N/A	29.6%	31.5%	29.9%	26.2%	International	
27	HR data			Americas	N/A	N/A	27.7%	28.9%	22.7%	Americas	
28	HR data			EMEA	N/A	N/A	24.9%	25.8%	23.9%	EMEA	
29	HR data			APAC	N/A	N/A	43.2%	34.2%	30.6%	APAC	
30	HR data	Number of CT&T personnel	Int.		N/A	13,259	14,770	13,587	11,064	International	
31	HR data		Americas		N/A	4,270	4,286	3,157	2,260	Americas	
32	HR data		EMEA		N/A	3,377	4,233	4,345	3,793	EMEA	
33	HR data		APAC		N/A	5,612	6,251	6,085	5,011	APAC	

No.	Category	Detail	Data						Coverage	Web
				FY2020	FY2021	FY2022	FY2023	FY2024		
34	HR data	Total hours of training and education (hours)	Int.	N/A	135,851	244,052	229,601	205,159	International	
35	HR data		Americas	N/A	N/A	N/A	84,650	58,962	Americas	
36	HR data		EMEA	N/A	N/A	N/A	69,603	63,700	EMEA	
37	HR data		APAC	N/A	N/A	N/A	75,347	82,497	APAC	
38	HR data	Average hours of training and development per employee (hours)	Int.	N/A	2.7	4.9	5.2	4.9	International	
39	HR data		Americas	N/A	N/A	N/A	7.9	5.8	Americas	
40	HR data		EMEA	N/A	N/A	N/A	4.3	4.0	EMEA	
41	HR data		APAC	N/A	N/A	N/A	4.4	4.9	APAC	
42	HR data	Total cost of training and education	DGI+Japan	¥908,097,247	¥892,528,519	¥1,070,038,757	¥861,573,823	¥1,421,327,755	Dentsu Group Inc.+Japan	
43	HR data		DGI	N/A	¥0	¥0	¥0	¥1,955,726	Dentsu Group Inc.	

No.	Category	Detail	Data						Coverage	Web
				FY2020	FY2021	FY2022	FY2023	FY2024		
44	HR data	Average training cost per employee	Japan	¥908,097,247	¥892,528,519	¥1,070,038,757	¥861,573,823	¥1,419,372,029	Japan	
45	HR data		DGI+Japan	¥50,954	¥49,797	¥63,708	¥46,986	¥83,007	Dentsu Group Inc.+Japan	
46	HR data		DGI	N/A	¥0	¥0	¥0	¥15,646	Dentsu Group Inc.	
47	HR data		Japan	¥50,954	¥50,285	¥64,145	¥47,372	¥83,502	Japan	
48	HR data	Human Capital Return on Investment	Group	25.0%	30.6%	30.6%	22.5%	23.2%	dentsu	
49	HR data	Revenue per employee	Group	¥14,554,464	¥16,744,721	¥17,896,968	¥18,341,167	¥20,851,540	dentsu	
50	HR data	Operating profit per employee	Group	¥-2,179,127	¥3,730,292	¥1,721,931	¥637,065	¥-1,847,172	dentsu	
51	HR data	Organic growth rate	Group	-11.1%	13.1%	4.1%	-4.2%	-0.7%	dentsu	

Employee Engagement 従業員エンゲージメント

No.	Category	Detail	Data						Coverage	Web
				FY2020	FY2021	FY2022	FY2023	FY2024		
52	Harassment violations	Number of harassment consultations (cases)	DGI+Japan	106	136	106	164	177	Dentsu Group Inc. and Japan	
53	Global employee engagement survey	Check In: Global employee engagement survey	Group	"Check In" is our global survey tool for understanding employee engagement across our business. It provides essential insights that help us drive the actions needed to create a high-performing and inclusive culture. It also gives our people a voice to share their opinions on where we are succeeding and where we can improve. Each year, we ask a focused, consistent set of questions so we can track trends over time and identify where we are improving and where we are falling behind.					dentsu	
54	Employee engagement survey results	Engagement score (points) (calculated from satisfaction and recommendation scores)	Group	N/A	68	68	66	66	dentsu	
55	Employee engagement survey results		DGI+Japan	N/A	N/A	N/A	60	62	Dentsu Group Inc. and Japan	
56	Employee engagement survey results		Int.	N/A	N/A	N/A	69	68	Outside of Japan	
57	Employee engagement survey results		Americas	N/A	N/A	N/A	68	67	Americas	
58	Employee engagement survey results		EMEA	N/A	N/A	N/A	68	67	EMEA	
59	Employee engagement survey results		APAC	N/A	N/A	N/A	69	67	APAC	
60	Employee engagement survey results	Employee satisfaction score (points)	Group	N/A	68	68	66	66	dentsu	
61	Employee engagement survey results	Employee recommendation score (points)	Group	N/A	67	68	66	66	dentsu	

No.	Category	Detail	Data	Coverage	Web
62	Our People & Culture approach		As talent is the source of dentsu's competitiveness, People & Culture is positioned as one of our material themes. By bringing together talented individuals with expertise and uniqueness and demonstrating strong capabilities as a team, dentsu will continue to propose new value to meet the increasingly complex challenges of clients and society. We are proactively working to create an environment where every employee can explore their potential, embrace new challenges, and continue to grow.	dentsu	https://www.group.dentsu.com/en/people/
63	Our People & Culture policy	Dentsu Group Code of Conduct	We seek diverse perspectives, celebrate differences, and build a culture where everyone can bring their authentic self to work.	dentsu	https://www.group.dentsu.com/en/about-us/governance/codeofconduct.html
64	Initiatives toward People & Culture	Valuing employee contributions	As we set forth in our 2030 Value Creation Strategy, we strive to maintain a workplace that values the differences in our employees' skills, strengths, and perspectives. To that end dentsu is actively developing and implementing initiatives at the regional level to help our people continue to fuel the organization's success and innovation.	dentsu	https://www.group.dentsu.com/en/sustainability/representation/
65	People & Culture measures	Training	"Cafe DEI," an awareness-raising video series created based on the real-life experiences of individuals from minority groups: The "LGBTQ+ Edition" provides an easy-to-understand explanation of why companies need to address LGBTQ+ issues, based on actual issues experienced by LGBTQ+ employees of dentsu Japan. Additionally, the "Disabilities Edition," based on the "social model"*1 of disability, explains how "reasonable accommodations" *2 can be made even at an individual level, incorporating the opinions of those with disabilities.	Japan	https://www.group.dentsu.com/en/sustainability/representation/
66	People & Culture measures	Training	"Visible Voices," a short film that sheds light on the unheard voices of dentsu employees from minority groups: Created in the EMEA region to coincide with International Women's Day 2023, "Visible Voices" is a short film in which dentsu employees share their personal stories, allowing viewers to learn about the thoughts and realities of these individuals. The "Gender Equality Arc" takes a multifaceted look at the fact that gender disparities in the workplace arise from a variety of factors. The "LGBTQ+ Community Arc" introduces the real voices of LGBTQ+ dentsu employees, aiming to help viewers imagine what their world is like.	EMEA	https://www.group.dentsu.com/en/sustainability/representation/

No.	Category	Detail	Data	Coverage	Web
67	People & Culture measures	Training	<p>"Walk in Our Shoes," a campaign to raise awareness of microaggressions toward the LGBTQ+ community:</p> <p>As part of the "Pride 2023" initiative, dentsu's leadership team was invited to participate in the "Walk in Our Shoes" campaign to promote understanding of the discrimination, microaggressions, and social challenges that LGBTQ+ people experience daily. This campaign aims to raise stronger organizational awareness of the need for allyship with the LGBTQ+ community.</p>	APAC	https://www.group.dentsu.com/en/sustainability/representation/
68	People & Culture promotion initiatives	DEI Park	<p>We have established an "Action Creation Platform" designed to accelerate bottom-up initiatives from all companies and organizations within dentsu Japan.</p> <p>Each term, selected DEI leaders from various organizations gather to learn foundational knowledge, listen to the experiences of our colleagues from minority groups, and engage in dialogue. They then bring these insights back to their respective organizations, involve their colleagues, and develop and implement actions tailored to their organization's needs. This process encourages each individual to take ownership of the issues and enables each organization to autonomously address its specific challenges.</p> <p>As of December 2024, approximately 1,300 DEI leaders have participated in DEI Park. In FY2024, approximately 70% of all dentsu Japan employees implemented actions.</p> <p>In 2024, DEI Park was held for executives from all business divisions of dentsu Japan companies. Executives leading each organization participated in a four-part program, and 95% of respondents reported that they felt a change in themselves in a post-program survey.</p>	Japan	https://www.japan.dentsu.com/jp/dei/park.html

No.	Category	Detail	Data					Coverage	Web
				FY2020	FY2021	FY2022	FY2023	FY2024	
69	Employee data	Percentage of female employees	Group	47.6%	47.8%	48.2%	48.1%	48.5%	dentsu
70	Employee data		DGI+Japan	35.6%	35.4%	36.1%	36.8%	37.3%	Dentsu Group Inc. and Japan
71	Employee data		DGI	N/A	24.6%	29.5%	24.8%	25.2%	Dentsu Group Inc.
72	Employee data		Japan	35.6%	35.5%	36.1%	36.9%	37.4%	Japan
73	Employee data		Outside of Japan	53.1%	53.4%	54.0%	53.5%	54.5%	Outside of Japan
74	Employee data	Percentage of female directors	Group	16.7%	23.1%	25.0%	20.0%	22.2%	dentsu
75	Employee data	Percentage of female GMT members	Group	N/A	N/A	N/A	17.1%	17.9%	dentsu
76	Employee data	Percentage of female employees in management positions (manager level and above, including employed Executive Directors)	DGI+Japan	11.6%	12.9%	13.8%	15.3%	16.7%	Dentsu Group Inc. and Japan
77	Employee data		DGI	N/A	21.4%	21.9%	16.2%	13.2%	Dentsu Group Inc.
78	Employee data		Japan	N/A	12.8%	13.8%	15.3%	16.8%	Japan

No.	Category	Detail	Data						Coverage	Web
				FY2020	FY2021	FY2022	FY2023	FY2024		
79	Employee data	Percentage of female workers in management positions (Level 35-70)	Outside of Japan	N/A	N/A	N/A	48.8%	50.2%	Outside of Japan	
80	Employee data	Percentage of female workers in junior management positions (Level 35-50)	Outside of Japan	N/A	N/A	N/A	49.5%	50.8%	Outside of Japan	
81	Employee data	Percentage of female workers in middle management positions (Level 50)	Outside of Japan	N/A	N/A	N/A	41.9%	42.9%	Outside of Japan	
82	Employee data	Ratio of female leaders (Japan:executive officers, Outside of Japan:Level 55+)	Group	N/A	N/A	N/A	32.4%	32.5%	dentsu	
83	Employee data		DGI+Japan	N/A	N/A	N/A	11.1%	13.1%	Dentsu Group Inc. and Japan	
84	Employee data		DGI	N/A	N/A	N/A	16.0%	18.2%	Dentsu Group Inc.	
85	Employee data		Japan	N/A	N/A	N/A	10.6%	12.8%	Japan	
86	Employee data		Outside of Japan	34.7%	34.0%	37.2%	39.6%	41.1%	Outside of Japan	

No.	Category	Detail	Data							Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
87	Employee data	Percentage of female management positions in revenue-generating functions	Outside of Japan		N/A	N/A	N/A	48.4%	50.5%	Outside of Japan	
88	Employee data	Percentage of female employees in STEM-related positions	Outside of Japan		N/A	N/A	N/A	31.6%	31.4%	Outside of Japan	
89	Employee data	Percentage of female employees by age group	DGI+Japan	<30	N/A	N/A	N/A	N/A	49.8%	Dentsu Group Inc. and Japan	
90	Employee data			30-39	N/A	N/A	N/A	N/A	41.5%	Dentsu Group Inc. and Japan	
91	Employee data			40-49	N/A	N/A	N/A	N/A	30.8%	Dentsu Group Inc. and Japan	
92	Employee data			50~59	N/A	N/A	N/A	N/A	23.6%	Dentsu Group Inc. and Japan	
93	Employee data			60+	N/A	N/A	N/A	N/A	20.6%	Dentsu Group Inc. and Japan	
94	Employee data		DGI	<30	N/A	N/A	N/A	N/A	57.1%	Dentsu Group Inc.	
95	Employee data			30-39	N/A	N/A	N/A	N/A	18.8%	Dentsu Group Inc.	
96	Employee data			40-49	N/A	N/A	N/A	N/A	30.5%	Dentsu Group Inc.	
97	Employee data			50~59	N/A	N/A	N/A	N/A	26.9%	Dentsu Group Inc.	
98	Employee data			60+	N/A	N/A	N/A	N/A	17.6%	Dentsu Group Inc.	

No.	Category	Detail	Data							Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
99	Employee data	Percentage of female employees by age group	Japan	<30	N/A	N/A	N/A	N/A	49.8%	Japan	
100	Employee data			30-39	N/A	N/A	N/A	N/A	41.7%	Japan	
101	Employee data			40-49	N/A	N/A	N/A	N/A	30.8%	Japan	
102	Employee data			50~59	N/A	N/A	N/A	N/A	23.5%	Japan	
103	Employee data			60+	N/A	N/A	N/A	N/A	20.7%	Japan	
104	Employee data	Percentage of employees by age group	DGI+Japan	<30	21.4%	21.4%	21.7%	21.4%	20.4%	Dentsu Group Inc. and Japan	
105	Employee data			30-39	30.8%	30.7%	30.8%	29.7%	29.0%	Dentsu Group Inc. and Japan	
106	Employee data			40-49	27.3%	27.5%	27.9%	27.4%	28.4%	Dentsu Group Inc. and Japan	
107	Employee data			50~59	16.8%	16.3%	15.9%	16.4%	17.2%	Dentsu Group Inc. and Japan	
108	Employee data			60+	3.6%	4.0%	3.8%	4.8%	4.8%	Dentsu Group Inc. and Japan	

No.	Category	Detail	Data							Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
109	Employee data	Percentage of employees by age group	DGI	<30	3.2%	2.3%	3.1%	2.3%	2.8%	Dentsu Group Inc.	
110	Employee data			30-39	17.5%	25.9%	30.1%	27.1%	27.6%	Dentsu Group Inc.	
111	Employee data			40-49	25.9%	37.6%	42.8%	42.5%	42.0%	Dentsu Group Inc.	
112	Employee data			50~59	23.6%	26.4%	18.8%	23.1%	20.8%	Dentsu Group Inc.	
113	Employee data			60+	6.9%	7.8%	5.2%	5.0%	6.8%	Dentsu Group Inc.	
114	Employee data		Japan	<30	21.4%	21.6%	21.8%	21.5%	20.6%	Japan	
115	Employee data			30-39	30.8%	30.8%	30.8%	29.7%	29.0%	Japan	
116	Employee data			40-49	27.3%	27.4%	27.8%	27.3%	28.3%	Japan	
117	Employee data			50~59	16.8%	16.2%	15.8%	16.3%	17.2%	Japan	
118	Employee data			60+	3.6%	3.9%	3.7%	4.8%	4.8%	Japan	

No.	Category	Detail	Data							Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
119	Employee data	Percentage of employees by age group	Outside of Japan	<30	35.9%	38.9%	38.4%	33.7%	31.9%	Outside of Japan	
120	Employee data			30-39	39.8%	37.7%	37.7%	40.0%	41.2%	Outside of Japan	
121	Employee data			40-49	17.1%	16.3%	16.6%	17.5%	18.9%	Outside of Japan	
122	Employee data			50~59	6.2%	6.0%	6.1%	6.4%	6.7%	Outside of Japan	
123	Employee data			60+	1.1%	1.1%	1.2%	1.1%	1.3%	Outside of Japan	

No.	Category	Detail	Data						Coverage	Web
				2021/6/1	2022/6/1	2023/6/1	2024/6/1	2025/6/1		
124	Employee data	Percentage of employees with disabilities	DGI+Japan	2.71%	3.13%	3.11%	3.36%	Calculating	Calculated as a total of 4 companies under the special subsidiary system (Dentsu Group Inc., Dentsu Solari Inc., Dentsu Inc., and DENTSU CORPORATE ONE INC., until 2019, it was a total of 3 companies DENTSU INC., Dentsu Solari Inc., Dentsu Inc. and Dentsu Works Inc.	

No.	Category	Detail	Data	Coverage	Web
125	Policy	Internal job posting system	In addition to its existing internal job posting system, DENTSU INC. launched the dJ Open Career Program, a Group-wide job posting program, in FY2024. This program aims to promote talent exchange within the Group and strengthen the Group's overall capabilities.	DENTSU INC.	
126	Policy		<p>Dentsu Japan has announced the following two policies as its guidelines to reduce overwork:</p> <p>(1) Zero employees exceeding 2,400 total working hours per year (best-effort target).</p> <p>(2) Zero employees exceeding 250 working hours in a single month (best-effort target).</p> <p>In line with this, the following measures are strongly recommended:</p> <ul style="list-style-type: none"> • Strong recommendation for daily work registration, deviation confirmation, and deviation correction to accurately track working hours. • Promoting awareness among all employees and fostering understanding among managers. 	Dentsu Group Inc.+Japan	
127	Talent attraction and retention	Bonus system	<p>DENTSU INC. uses a performance-based bonus system for its employees.</p> <p>In response to the transition to a holding company structure in 2020, the organic growth rates of the Domestic (Japan) and International businesses are partially reflected in bonus indicators to encourage employees to work with a mindset aligned to Group management principles and to share in the results across the Group.</p> <p>Beginning in FY2023, we have expanded our bonus pool to provide higher compensation to employees who create high value-add and returns.</p> <p>The bonus for FY2024 was paid with an additional linkage rate, reflecting the company's strong performance.</p>	DENTSU INC.	

No.	Category	Detail	Data	Coverage	Web
128	Talent attraction and retention	Various leave and absence programs	<p>Dentsu Americas offers its employees various leave and absence programs.</p> <p>US:</p> <ul style="list-style-type: none"> • We offer a 16-week, 100% paid parental leave to employees who become parents by birth, adoption, foster placement, or guardianship. We also offer a 6-week, paid caregiver leave for employees to care for seriously ill family members. • We support our people with Flexible Time Off (FTO). All regular employees scheduled to work a minimum of 21 hours per week are eligible to take advantage of FTO. • We also provide all employees with 80 hours of Sick & Safe Time, which allows our people to take time off for their own or their family's occasional physical or mental illness, doctor appointments, school-related activities for their children, etc. • We close offices and offer paid holiday leave for roughly 20 company holidays per year, including a year-end closure between Christmas and New Year's Day. <p>Canada:</p> <ul style="list-style-type: none"> • Beginning in 2022, we enhanced government-run provincial programs by providing a "top-up" to government payments to provide 75% income replacement for 15 weeks. <p>Brazil:</p> <ul style="list-style-type: none"> • An update in 2023 increased leave entitlement for the primary caregiver, allowing for an additional 60 days, for a total of 180 days of paid leave. The secondary caregiver may choose to extend their leave from 5 days by an additional 25 days, for a total of 30 days of paid leave. 	Americas (US, Canada, Brazil)	

No.	Category	Detail	Data	Coverage	Web
129	Talent attraction and retention	Various leave and absence programs	<p>Dentsu EMEA offers its employees various leave and absence programs.</p> <p>UK:</p> <ul style="list-style-type: none"> • Maternity & Shared Parental Leave Policy: It entitles employees to take up to 20 weeks of paid leave. • Paternity/partner leave (launched in July 2023): We increased entitlement by 4 weeks, offering a total of 6 weeks for employees who are partners of pregnant and birthing individuals. <p>France:</p> <ul style="list-style-type: none"> • Working hours for pregnant women: Pregnant women are authorized to start work 30 minutes after and end 30 minutes before the collective work schedule, without a reduction in salary. • Breastfeeding breaks: An employee may breastfeed or express milk during working hours for 1 year from the date of birth. In this case, in accordance with legal provisions, the employee benefits from a 1-hour reduction in daily working hours. <p>Germany:</p> <ul style="list-style-type: none"> • Maternity leaves: Maternity leave is provided for 6 weeks before and 8 weeks after giving birth, paid by the company/health insurance. • Parents are entitled to maternity leave for up to 3 years. • During maternity leave, it is possible to work part-time (15 to 30 hours per week) with the current or a different employer. <p>Netherlands:</p> <ul style="list-style-type: none"> • Pregnancy and maternity leave: An employee is entitled to 6 weeks of pregnancy leave and at least 10 weeks of maternity leave after birth. • Paternity leave: One-time paternity leave is granted for a maximum of the number of hours the employee normally works per week, and the maximum additional paternity leave is 5 weeks. 	EMEA (UK, France, Germany, Netherlands)	

No.	Category	Detail	Data	Coverage	Web
130	Talent attraction and retention	Various leave and absence programs	<p>Dentsu APAC offers its employees various leave and absence programs.</p> <p>India:</p> <ul style="list-style-type: none"> • Maternity leave: Total of 26 weeks is provided as per policy to expecting female employees with fewer than two surviving children. This includes up to 8 weeks of pre-natal leave and 18 weeks of post-natal leave. • Paternity leave: Male employees with fewer than 2 surviving children may be granted up to 15 days of paternity leave from the date of the child's birth. • Bereavement leave: 3 days granted in the event of the death of an immediate family member. • Annual leave: 20 days; Contingency leave: 12 days; Global Wellness Days: 3 days; Volunteer leave: 2 days; Holidays: 13 (including mandatory and flexible holidays) <p>Indonesia:</p> <ul style="list-style-type: none"> • Annual leave: 15 days (local law: 12 days), full-paid sick leave, marriage leave: 5 days (local law: 3 days), birthday leave, Wellness Days, volunteer leave <p>Philippines:</p> <ul style="list-style-type: none"> • Maternity leave: 105 days in total • Solo parent leave: 7 days <p>Malaysia:</p> <ul style="list-style-type: none"> • Annual leave: 0–2 years: 14 days; 2–4 years: 16 days; 4–6 years: 18 days; over 6 years: 21 days • Exam leave: 3 days • Maternity leave: 98 days • Birthday leave <p>Singapore:</p> <p>Annual leave: Minimum 18 days (local law minimum is 7 days and increases with years of service).</p> <p>Global Wellness Days, marriage leave, compassionate leave, study/examination leave, military training leave (as required), volunteer leave: 2 days</p> <p>China:</p> <ul style="list-style-type: none"> • Annual leave: 10–25 days • Full-paid sick leave: 12 days • Seniority leave: 5 days (after 5 years of service), 10 days (after 10 years), 15 days (after 15 years), 20 days (after 20 years), 25 days (after 25 years) <p>Taiwan:</p> <ul style="list-style-type: none"> • Starting in 2025, we provide 15 days of paid sick leave and 12 weeks of paid maternity leave to attract talent. (Note: Under Taiwan labor law, statutory sick leave is half-paid and paid maternity leave is limited to 8 weeks.) In addition to annual leave in line with local regulations, we provide additional seniority-based leave for employees according to their years of service. 	APAC (India, Indonesia, Philippines, Malaysia, Singapore, China, Taiwan)	

No.	Category	Detail	Data	Coverage	Web
131	Talent attraction and retention	Various leave and absence programs	<p>Leave and absence</p> <p>(1) Prenatal and postnatal leave/paternity leave:</p> <ul style="list-style-type: none"> • Female employees can take leave for 6 weeks before childbirth (14 weeks for twins or more) and 8 weeks after childbirth. • Male employees can take a total of 5 days of special childcare leave within the period starting from the day before the child's birth up to 2 months after. <p>(2) Paternity leave at childbirth system:</p> <ul style="list-style-type: none"> • This leave can be taken in two installments for up to 4 weeks (28 days) within 8 weeks after the birth of a child. <p>(3) Childcare leave:</p> <ul style="list-style-type: none"> • In principle, leave may be taken for a period desired by the employee, up to the date the child reaches 1 year of age. It can also be taken in 2 installments. • This leave can be taken even if the spouse is a stay-at-home parent. • If both parents take the leave, it can be extended until the child is 1 year and 2 months old (each parent can take up to 1 year, including postnatal leave). • Leave can be further extended until the child reaches 2 years of age if, for example, the child cannot be enrolled in a daycare center. <p>(4) Child nursing care leave:</p> <ul style="list-style-type: none"> • Employees raising children up to the third grade of elementary school may take up to 10 days of leave per year not only for nursing a sick or injured child but also for preventive vaccinations, health checkups, school events (e.g., entrance/graduation ceremonies), or when a child must stay home due to school closure from an infectious disease outbreak. <p>(5) Family nursing care leave:</p> <ul style="list-style-type: none"> • 5 days per year can be taken to care for a sick or injured family member, or to assist a family member with a disability in attending daycare centers, etc. <p>※Eligible family members include a child, spouse, parents, spouse's parents, grandparents, siblings, and grandchildren.</p> <p>※If all family nursing care leave is used, up to 15 additional days of continuous nursing care leave can be taken from accumulated leave.</p> <p>(6) Maternity protection leave (female employees only):</p> <ul style="list-style-type: none"> • Available during pregnancy and within 1 year after childbirth when an employee needs to take leave for measures in accordance with the "Guidelines for Maternal Health Management Measures." <p>(7) Family caregiving leave:</p> <ul style="list-style-type: none"> • Employees may take up to 10 days of leave per year when needed to care for a family member requiring long-term care. 	DENTSU INC.	

No.	Category	Detail	Data	Coverage	Web
131	Talent attraction and retention	Various leave and absence programs	<p>(8) Fertility treatment leave:</p> <ul style="list-style-type: none"> Employees may take the necessary number of days off (within their accumulated leave) to undergo fertility treatment at a medical institution. <p>Programs other than leave and absence</p> <p>(9) Time off for hospital visits during working hours:</p> <ul style="list-style-type: none"> Employees are allowed to take time off during working hours for necessary medical checkups or health guidance during pregnancy and within 1 year after childbirth. <p>(10) Child-rearing time (female employees only):</p> <ul style="list-style-type: none"> Until the child reaches 1 year of age, female employees can take 1 hour off per day, or two 30-minute breaks, during their regular working hours. <p>(11) Reduced working hours for child-rearing:</p> <ul style="list-style-type: none"> Employees can reduce their regular working hours by 2 hours per day until their child reaches 3 years of age. Female employees can combine this with the "Child-rearing time" for a maximum reduction of 3 hours. Employees can reduce their regular working hours by 1 hour per day until their child finishes the sixth grade of elementary school. Female employees can combine this with the "Child-rearing time." <p>(12) Exemption from overtime and holiday work:</p> <ul style="list-style-type: none"> Employees raising a child up to the sixth grade of elementary school can be exempted from working overtime and on holidays. <p>(13) Limitation of overtime work for child-rearing:</p> <ul style="list-style-type: none"> Employees with children up to the sixth grade of elementary school can limit their overtime and holiday work to a certain number of hours. <p>(14) Restrictions on late-night work for child-rearing:</p> <ul style="list-style-type: none"> Employees with children up to the sixth grade of elementary school can restrict late-night work (10:00 p.m. to 5:00 a.m.). <p>(15) Sukusuku-Aid (support for children):</p> <ul style="list-style-type: none"> A discount of 1,000 yen per hour for babysitting services introduced at Benefit Station (up to 2 hours per day / 30 hours per month) <p>(16) Kosodate Mirai Concierge (Childcare Future Concierge):</p> <ul style="list-style-type: none"> A support service by Nippon Life Insurance Life Care Partners to help employees with the process of applying to daycare centers or preschools. <p>Information is provided based on the employee's residence to help alleviate the "daycare waiting list problem."</p> <p>(For fixed-term employees, some conditions regarding available hours and periods of leave may differ.)</p>	DENTSU INC.	

No.	Category	Detail	Data	Coverage	Web
132	Talent attraction and retention	Flexible work styles	<p>US:</p> <p>Our Hybrid Working Policy allows our people to make arrangements for flexible or remote work in the US. We believe in the power of flexible and purposeful work, and we know that connection powers our creativity, collaboration, innovation, and growth. Our people value flexibility and the opportunity to build connections and enhance their craft in our offices, so we offer the best of both worlds—hybrid work. We are intentionally investing in developing our people through programs and experiences that build community, connection, and a deeper mastery of the craft. Since 2022, we have formally instituted a Hybrid Working Policy for US employees. In 2025, we introduced a refreshed approach to hybrid work. Our leaders near office hubs (NY, Chicago, Detroit) are expected to convene 3 days per week in-office, at client meetings, or at industry events. We have also introduced weekly Team Days for all employees near our office hubs (1 day/week). Tag continues with its 3-day in-office teaming culture.</p>	Americas (US)	https://www.dentsu.com/us/en/careers/hybrid-work
133	Talent attraction and retention	Diverse work styles	<p>Dentsu EMEA's Hybrid Working Policy allows our people to make arrangements for flexible or remote work.</p> <p>UK:</p> <ul style="list-style-type: none"> • Hybrid Working Policy: It allows our people to make arrangements for flexible or remote work. • Summer Fridays: Dentsu UK continued the practice of having Summer Fridays in 2024, where people can finish at 2:00 p.m. on Fridays during the summer months. <p>France:</p> <ul style="list-style-type: none"> • Remote working: A minimum of 1 day of remote work per week (20% monthly) and a maximum of 4 days per week (80% monthly) are possible. Dentsu France pays employees a lump-sum monthly allowance to cover the cost of remote work and provides financial assistance to help them acquire useful furniture. <p>Germany:</p> <ul style="list-style-type: none"> • Workation: A period of 12 days, extendable to 3 months, is possible in an EU country, with employees bearing any additional costs. • Remote work/Home office: Possible up to 100%, depending on local regulations by entity. <p>Netherlands:</p> <ul style="list-style-type: none"> • Hybrid Working Policy: It allows our people to make arrangements for flexible or remote work. • Remote working: We offer employees (with over 1 year of service) the option to work for a maximum of 30 days at a remote location outside of the Netherlands but within Europe. 	EMEA (UK, France, Germany, Netherlands)	

No.	Category	Detail	Data	Coverage	Web
134	Talent attraction and retention	Diverse work styles	<p>Dentsu APAC's Hybrid Working Policy allows our people to make arrangements for flexible or remote work.</p> <p>Taiwan:</p> <ul style="list-style-type: none"> • Remote Working Policy: 1 day per week <p>Thailand:</p> <ul style="list-style-type: none"> • Hybrid Working Policy, flexible working hours, and a maximum of 30 days of work from hometown per year <p>Malaysia:</p> <ul style="list-style-type: none"> • Hybrid working arrangements, flexible working hours, and Flex Fridays (half-day work on the second Friday of the month) <p>Philippines:</p> <ul style="list-style-type: none"> • Hybrid working arrangements <p>Indonesia:</p> <ul style="list-style-type: none"> • Hybrid working arrangements <p>India:</p> <ul style="list-style-type: none"> • A hybrid working policy is in place based on business requirements, with flexible hours. Core working hours are from 11:00 a.m. to 5:00 p.m., and the standard workday is 8.5 hours (including a break), Monday through Friday. 	APAC (Taiwan, Thailand, Malaysia, Philippines, Indonesia, India)	
135	Talent attraction and retention	Diverse work styles	<p>Home-based System: Introduced as part of working environment reforms from 2017 onward. Based on this system, we completed the transition to full remote work support from the first half of 2020, even after the COVID-19 pandemic. To implement the Home-based System, the following initiatives are also being promoted:</p> <ul style="list-style-type: none"> • Partial approval for assignments without relocation • Approval for work in a family home (including residences of relatives within the third degree of kinship, hospitals, hospices, etc.) • Trial implementation of work at travel destinations during long vacations • Introduction of a remote work allowance • Utilization of satellite offices <p>Flextime system: Introduced as part of working environment reforms from 2017 onward. In principle, a flextime system with no core hours is applied.</p> <p>Interval system: A "best-effort target" is in place to ensure a "fixed rest period" (non working time) of 11 hours between the end of one workday and the start of the next to secure appropriate rest and sleep time.</p>	DENTSU INC.	
136	Talent attraction and retention	Employee shareholding system	<p>The Dentsu Group Employee Shareholding Association includes participants from Dentsu Group Inc. and 24 of its (unlisted) Group companies (as of March 31, 2025). It aims to promote the welfare and asset formation of its members (employees of eligible companies who choose to join), increase their sense of participation in management, and foster a sense of community. Contributions from members' monthly remuneration and bonuses, plus an 8% incentive from the Company, are used to purchase shares from the market at market value. Dividends on members' equity are also reinvested to fund share purchases.</p>	Japan	

No.	Category	Detail	Data	Coverage	Web
137	Talent attraction and retention	Welfare programs	Based on dentsu Japan's basic welfare policy, common dentsu Japan welfare programs are available, including a babysitting service, a nursing care consultation service, investment education, and "Benefit Station."	Japan	
138	Talent attraction and retention	Welfare programs	<p>US:</p> <p>We provide resources aligned with our 4 pillars of well-being: Health, Preparation, Resilience, and Balance.</p> <ul style="list-style-type: none"> • Employee Assistance Program: This 24/7 service helps with matters such as identifying childcare options, providing parent-child communication resources, and finding K-12 education support. • Bright Horizons Care Advantage: Employees can find backup care, get exclusive tuition discounts, and access up to 20 days of backup childcare each year. Through Sittercity, our employees also have access to additional enhanced family support and caregivers, as well as a 20% discount on tutoring with trusted partners. • ReThink: This service specializes in caring for children with learning, social, or behavioral challenges. Employees have 24/7 access to tools and resources designed to help them and their care team in understanding, teaching, and better communicating with their child. • Maven Milk: Maven's mobile app makes breast milk shipping simple for work travel with kits to safely store or ship milk. Employees also get on-demand access to expert Care Advocates and Lactation Consultants to help them choose the right travel kit and answer any breastfeeding questions. • Retirement Planning Guidance: Through our 401(k) plan, employees can receive personalized financial advice at no additional cost to help with saving and investing in their retirement plan account. • Financial Concierge: Employees can receive financial guidance and planning support from The Schwab Financial Concierge™ team. • SoFi Dashboard: Employees have access to SoFi's online platform to set on the path for financial independence. Through the platform, employees can access a personalized debt navigator, advice for debt repayment options, and receive a discounted refinancing rate. <p>Canada:</p> <ul style="list-style-type: none"> • Employees have access to Lulafit and Self Care, a mental well-being app by Able To. Canada also has an Employee Assistance Program, providing 24/7 service for matters such as identifying childcare options, providing parent-child communication resources, and finding K-12 education support. 	Americas (US, Canada)	

No.	Category	Detail	Data	Coverage	Web
139	Talent attraction and retention	Welfare programs	<p>UK:</p> <ul style="list-style-type: none"> • Neurodiverse Pathways: Available via AVIVA, this helps speed up access to diagnosis and treatment for Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorder (ASD), and Tourette's syndrome. • Fertility financial support: Available via AVIVA healthcare • Compassionate leave: Increased to 2 weeks from 1 day • Pathway to retirement guidelines: These guidelines are designed to enhance the support provided during the critical transition from work to retirement and include Retirement Planning, Retirement Process and Transition Options, Benefits and Entitlements, and Relevant Resources and Contact Information. <p>France:</p> <ul style="list-style-type: none"> • Family solidarity leave: Dentsu France has supplemented the legal provisions for "congé proche aidant" (caregiver leave) and "congé de solidarité familiale" (family solidarity leave) by providing 100% salary continuation for 1 month in addition to state aid, as well as an extra month in the event of a leave renewal. 	EMEA (UK, France)	
140	Talent attraction and retention	Welfare programs	<p>Philippines:</p> <ul style="list-style-type: none"> • Group insurance is provided for the employee (+ 1 priority dependent: can be a spouse, parent, or child). <p>India:</p> <ul style="list-style-type: none"> • Group insurance for self, spouse, and 2 children; Group Personal Accident (self); Term Insurance (self); and Voluntary Parent Insurance are provided. <p>Taiwan:</p> <ul style="list-style-type: none"> • Group insurance, newborn baby welcome gift, discount for babysitting facility, and marriage/newborn subsidy cash are provided. <p>Thailand:</p> <ul style="list-style-type: none"> • Group insurance, newborn/marriage/compassionate subsidy cash, and a provident fund are provided. <p>Indonesia:</p> <ul style="list-style-type: none"> • Group insurance (including spouse for male employees and up to 3 children), wedding gift, newborn baby gift, employee bereavement gift, and company team building (for those with a minimum of 6 months continuous service) are provided. <p>Malaysia:</p> <ul style="list-style-type: none"> • Insurance (medical benefit), Flex+ benefits (dental/optical/health screening/flight ticket for personal travel/fitness club membership), and an Employee Assistance Program (Intellect) are provided. <p>Singapore:</p> <ul style="list-style-type: none"> • Group insurance and Flexible Spending Account, wedding gift, newborn baby gift, hospitalization/illness gift, condolence gift, meal & transport claims if worked beyond 9:00 p.m. in the office, Work-From-Home Office Equipment Subsidy, various corporate discounts, and an Employee Assistance Program (EAP) with Intellect for employees and up to 3 dependents in the same household are provided. 	APAC (Philippines, India, Taiwan, Thailand, Indonesia, Malaysia, Singapore)	

No.	Category	Detail	Data	Coverage	Web
141	Talent attraction and retention	Welfare programs	<p>Singapore:</p> <ul style="list-style-type: none"> • Dedicated nursing room in the office. • Zen Room: A dedicated room providing quiet personal space for employees who feel overwhelmed or need time alone. <p>Malaysia:</p> <ul style="list-style-type: none"> • Employee Assistance Program (Intellect App): Provides personalized support to help employees thrive in daily life and enhance resilience. All employees in Malaysia have premium access to Intellect services, with all costs covered. <p>Indonesia:</p> <ul style="list-style-type: none"> • Dedicated nurse's room in the office. <p>Philippines:</p> <ul style="list-style-type: none"> • Mental Health and Wellness Seminars (held 3 times in 2024), a dedicated breastfeeding room in the office, and an Employee Assistance Program (Intellect App) for personalized support. <p>India:</p> <ul style="list-style-type: none"> • Employee Assistance Program (Workplace Options): Workplace Options is dedicated to helping organizations support their most valuable asset: their people. Our focus is to make employees' lives easier, healthier, and more productive. These improvements translate into more efficient workplaces, more engaged employees, and increased company loyalty. <p>China:</p> <ul style="list-style-type: none"> • Employee Assistance Program workshops: Focused on employee support, with 66 attendees, a creative Halloween event drawing 38 participants, and a festive Christmas gift exchange that brought together over 70 employees. <p>Taiwan:</p> <ul style="list-style-type: none"> • Wellness@dentsu Program: Provides regular online courses for Taiwan employees on topics including meditation and common mental illnesses in the workplace. A dedicated nursing room is also available in the office. <p>Dentsu Global Service:</p> <ul style="list-style-type: none"> • DGS Wellness: A holistic program for employee well-being support, which includes a range of live and virtual initiatives built around 5 pillars (physical, emotional/mental, social, and financial well-being), alongside Employee Support (including a program of 8 sports played socially across 5 offices over 5 weeks, with over 400 participants). 	APAC (Singapore, Malaysia, Indonesia, Philippines, India, China, Taiwan)	

No.	Category	Detail	Data							Coverage	Web
142	Talent attraction and retention	Support for balancing cancer treatment	Support for balancing cancer treatment: As measures to support balancing cancer treatment and work, a reduced working hour system (enabling a 4-day workweek or 6/5-hour workdays) and a subsidy program covering up to 4 million yen per year for advanced cancer treatment costs have been introduced.							DENTSU INC.	
143	Talent attraction and retention	Leave programs	<p>Donor leave: In addition to existing volunteer leave, this new leave covers registering as a bone marrow bank donor and any hospital visits or hospitalization required for donation. The number of days available for volunteer leave has been expanded to 10 days within accumulated leave, but only for the above reasons.</p> <p>Refreshment holidays: Special paid leave designed to help employees recover from fatigue and refresh both mentally and physically. Granted once per quarter in addition to annual paid leave.</p>							DENTSU INC.	
144	Talent attraction and retention	Efforts towards equity	Starting in FY2024, a new HRM Co-Director position has been established in addition to HRM to promote HR management within the function. Gender considerations were incorporated in the appointment process to ensure fair evaluation opportunities through evaluation meetings and other means, ultimately aiming to enhance organizational diversity.							DENTSU INC.	
					FY2020	FY2021	FY2022	FY2023	FY2024		
145	Employee data	Number of employees	Group	Total	64,533	64,832	69,066	71,127	67,667	dentsu	
146	Employee data			Male	33,822	33,815	35,758	36,914	34,869	dentsu	
147	Employee data			Female	30,711	31,017	33,308	34,213	32,798	dentsu	
148	Employee data		DGI+Japan	Total	20,325	20,062	22,147	23,051	23,719	Dentsu Group Inc. and Japan	
149	Employee data			Male	13,094	12,969	14,163	14,575	14,873	Dentsu Group Inc. and Japan	
150	Employee data			Female	7,231	7,093	7,984	8,476	8,846	Dentsu Group Inc. and Japan	
151	Employee data		DGI	Total	N/A	195	129	165	131	Dentsu Group Inc.	
152	Employee data			Male	N/A	147	91	124	98	Dentsu Group Inc.	
153	Employee data			Female	N/A	48	38	41	33	Dentsu Group Inc.	

No.	Category	Detail	Data							Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
154	Employee data	Number of employees	Japan	Total	N/A	19,867	22,018	22,886	23,588	Japan	
155	Employee data			Male	N/A	12,822	14,072	14,451	14,775	Japan	
156	Employee data			Female	N/A	7,045	7,946	8,435	8,813	Japan	
157	Employee data		Outside of Japan	Total	44,208	44,770	46,919	48,076	43,948	Outside of Japan	
158	Employee data			Male	20,728	20,846	21,595	22,339	19,996	Outside of Japan	
159	Employee data			Female	23,480	23,924	25,324	25,737	23,952	Outside of Japan	
160	Employee data	Number of managers	DGI+Japan	Total	4,197	4,140	3,627	3,639	3,850	Dentsu Group Inc. and Japan	
161	Employee data			Male	3,709	3,605	3,125	3,081	3,206	Dentsu Group Inc. and Japan	
162	Employee data			Female	488	535	502	558	644	Dentsu Group Inc. and Japan	
163	Employee data		DGI	Total	N/A	42	32	37	38	Dentsu Group Inc.	
164	Employee data			Male	N/A	33	25	31	33	Dentsu Group Inc.	
165	Employee data			Female	N/A	9	7	6	5	Dentsu Group Inc.	
166	Employee data		Japan	Total	N/A	4,098	3,595	3,602	3,812	Japan	
167	Employee data			Male	N/A	3,572	3,100	3,050	3,173	Japan	
168	Employee data			Female	N/A	526	495	552	639	Japan	

No.	Category	Detail	Data							Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
169	Employee data	Number of leaders	Group	Total	N/A	N/A	N/A	1,074	1,120	dentsu	
170	Employee data			Not declared	N/A	N/A	N/A	5	6	dentsu	
171	Employee data			No data	N/A	N/A	N/A	2	2	dentsu	
172	Employee data			Male	N/A	N/A	N/A	719	748	dentsu	
173	Employee data			Female	N/A	N/A	N/A	348	364	dentsu	
174	Employee data		DGI+Japan	Total	N/A	N/A	N/A	270	343	Dentsu Group Inc. and Japan	
175	Employee data			Male	N/A	N/A	N/A	240	298	Dentsu Group Inc. and Japan	
176	Employee data			Female	N/A	N/A	N/A	30	45	Dentsu Group Inc. and Japan	
177	Employee data		DGI	Total	N/A	N/A	N/A	25	22	Dentsu Group Inc.	
178	Employee data			Male	N/A	N/A	N/A	21	18	Dentsu Group Inc.	
179	Employee data			Female	N/A	N/A	N/A	4	4	Dentsu Group Inc.	
180	Employee data		Japan	Total	N/A	N/A	N/A	245	321	Japan	
181	Employee data			Male	N/A	N/A	N/A	219	280	Japan	
182	Employee data			Female	N/A	N/A	N/A	26	41	Japan	
183	Employee data		Outside of Japan	Total	502	799	816	804	777	Outside of Japan	
184	Employee data			Not declared	N/A	6	1	5	6	Outside of Japan	
185	Employee data			No data	N/A	N/A	4	2	2	Outside of Japan	
186	Employee data			Male	328	521	509	479	450	Outside of Japan	
187	Employee data			Female	174	272	302	318	319	Outside of Japan	

No.	Category	Detail	Data							Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
188	Employee data	Average length of service (years)	Outside of Japan		4.0	3.5	3.7	3.8	4.2	Outside of Japan	
189	Recruitment data	Number of new graduates hires	DGI+Japan	Total	544	422	460	577	598	Dentsu Group Inc.+Japan	
190	Recruitment data			Male	264	214	252	303	348	Dentsu Group Inc.+Japan	
191	Recruitment data			Female	259	191	208	274	250	Dentsu Group Inc.+Japan	
192	Recruitment data		DGI	Total	0	0	0	0	0	Dentsu Group Inc.	
193	Recruitment data			Male	0	0	0	0	0	Dentsu Group Inc.	
194	Recruitment data			Female	0	0	0	0	0	Dentsu Group Inc.	
195	Recruitment data		Japan	Total	544	422	460	577	598	Japan	
196	Recruitment data			Male	264	214	252	303	348	Japan	
197	Recruitment data			Female	259	191	208	274	250	Japan	

No.	Category	Detail	Data							Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
198	Recruitment data	Number of new hires	Group	Total	11,826	18,293	18,712	10,950	10,383	dentsu	
199	Recruitment data		DGI+Japan	Total	1,414	1,517	2,185	2,144	1,727	Dentsu Group Inc.+Japan	
200	Recruitment data			Male	745	823	1,173	1,092	927	Dentsu Group Inc.+Japan	
201	Recruitment data			Female	608	632	1,012	1,052	800	Dentsu Group Inc.+Japan	
202	Recruitment data		DGI	Total	5	9	8	4	18	Dentsu Group Inc.	
203	Recruitment data			Male	3	6	6	4	17	Dentsu Group Inc.	
204	Recruitment data			Female	2	3	2	0	1	Dentsu Group Inc.	
205	Recruitment data		Japan	Total	1,409	1,508	2,177	2,140	1,709	Japan	
206	Recruitment data			Male	742	817	1,167	1,088	910	Japan	
207	Recruitment data			Female	606	629	1,010	1,052	799	Japan	
208	Recruitment data		Outside of Japan	Total	10,412	16,776	16,527	8,806	8,656	Outside of Japan	

No.	Category	Detail	Data							Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
209	Recruitment data	Number of mid-career hires	DGI+Japan	Total	870	1,086	1,725	1,567	1,129	Dentsu Group Inc.+Japan	
210	Recruitment data			Male	481	603	921	789	579	Dentsu Group Inc.+Japan	
211	Recruitment data			Female	349	438	804	778	550	Dentsu Group Inc.+Japan	
212	Recruitment data		DGI	Total	5	9	8	4	18	Dentsu Group Inc.	
213	Recruitment data			Male	3	6	6	4	17	Dentsu Group Inc.	
214	Recruitment data			Female	2	3	2	0	1	Dentsu Group Inc.	
215	Recruitment data		Japan	Total	865	1,077	1,717	1,563	1,111	Japan	
216	Recruitment data			Male	478	597	915	785	562	Japan	
217	Recruitment data			Female	347	435	802	778	549	Japan	
218	Recruitment data	Percentage of female employees hired as new graduates	DGI+Japan		47.6%	45.3%	45.2%	47.5%	41.8%	Dentsu Group Inc.+Japan	
219	Recruitment data		DGI		N/A	N/A	N/A	N/A	N/A	Dentsu Group Inc.	
220	Recruitment data		Japan		47.6%	45.3%	45.2%	47.5%	41.8%	Japan	
221	Recruitment data	Percentage of mid-career hired female employees	DGI+Japan		40.1%	40.3%	46.6%	49.6%	48.7%	Dentsu Group Inc.+Japan	
222	Recruitment data		DGI		40.0%	33.3%	25.0%	0.0%	5.6%	Dentsu Group Inc.	
223	Recruitment data		Japan		40.1%	40.4%	46.7%	49.8%	49.4%	Japan	

No.	Category	Detail	Data						Coverage	Web
				FY2020	FY2021	FY2022	FY2023	FY2024		
224	Recruitment data	Percentage of mid-career hires among full-time employees	DGI+Japan	N/A	N/A	N/A	N/A	57.9%	Dentsu Group Inc.+Japan	
225	Recruitment data		DGI	N/A	N/A	N/A	N/A	15.8%	Dentsu Group Inc.	
226	Recruitment data		Japan	N/A	N/A	N/A	N/A	58.2%	Japan	
227	Recruitment data	Percentage of mid-career hires in management positions	DGI+Japan	43.8%	43.9%	49.6%	50.1%	50.8%	Dentsu Group Inc.+Japan	
228	Recruitment data		DGI	3.0%	2.4%	3.1%	35.1%	31.6%	Dentsu Group Inc.	
229	Recruitment data		Japan	44.2%	44.5%	50.0%	50.2%	50.9%	Japan	
230	Recruitment data	Percentage of foreign nationals in management positions	DGI+Japan	0.8%	0.7%	0.9%	2.1%	1.0%	Dentsu Group Inc.+Japan	
231	Recruitment data		DGI	0.0%	2.4%	6.3%	0.0%	0.0%	Dentsu Group Inc.	
232	Recruitment data		Japan	0.8%	0.6%	0.8%	2.1%	1.0%	Japan	
233	Recruitment data	Recruitment costs	DGI+Japan	¥842,883,961	¥1,282,664,458	¥2,611,942,364	¥2,884,784,173	¥2,083,579,189	Dentsu Group Inc.+Japan	
234	Recruitment data		DGI	¥15,400	¥26,541,389	¥15,370,487	¥16,097,938	¥32,987,425	Dentsu Group Inc.	
235	Recruitment data		Japan	¥842,868,561	¥1,256,123,069	¥2,596,571,877	¥2,868,686,235	¥2,050,591,764	Japan	
236	Recruitment data		Outside of Japan	¥1,369,874,092	¥2,604,207,216	¥3,063,889,582	¥1,698,705,343	¥1,314,651,797	Outside of Japan *CIS(Russia and Kazakhstan) data are excluded.	

No.	Category	Detail	Data						Coverage	Web
				FY2020	FY2021	FY2022	FY2023	FY2024		
237	Recruitment data	Recruitment cost per person	DGI+Japan	¥673,768	¥854,540	¥1,195,397	¥1,106,576	¥1,206,473	Dentsu Group Inc.+Japan	
238	Recruitment data		DGI	¥3,080	¥2,949,043	¥1,921,311	¥4,024,485	¥1,832,635	Dentsu Group Inc.	
239	Recruitment data		Japan	¥598,203	¥832,973	¥1,192,729	¥1,101,122	¥1,199,878	Japan	
240	Recruitment data		Outside of Japan	¥131,268	¥154,774	¥185,387	¥192,903	¥151,878	Outside of Japan *CIS(Russia and Kazakhstan) data are	
241	Employee data	Internal promotion rate for key positions	DGI+Japan	86.7%	86.6%	88.9%	91.6%	81.3%	Dentsu Group Inc.+Japan	
242	Employee data		DGI	100.0%	100.0%	96.9%	100.0%	100.0%	Dentsu Group Inc.	
243	Employee data		Japan	84.5%	85.3%	87.8%	90.5%	81.1%	Japan	
244	Employee data	Employee retention rate	DGI+Japan	91.8%	87.2%	89.9%	92.9%	92.4%	Dentsu Group Inc.+Japan	
245	Employee data		DGI	100.0%	77.8%	42.9%	70.4%	85.4%	Dentsu Group Inc.	
246	Employee data		Japan	91.8%	87.5%	89.9%	93.0%	92.4%	Japan	
247	Employee data		Outside of Japan	70.0%	61.7%	70.0%	74.0%	75.5%	Outside of Japan	

No.	Category	Detail	Data							Coverage	Web
					FY2020	FY2021	FY2022	FY2023	89.2%		
248	Employee data	Percentage of employees by length of service	Outside of Japan	Less than 1 year	21.3%	37.1%	31.1%	17.0%	17.7%	Outside of Japan	
249	Employee data			1-3 years	35.1%	22.7%	30.9%	43.1%	32.4%	Outside of Japan	
250	Employee data			3-5 years	18.0%	14.7%	13.5%	11.9%	18.8%	Outside of Japan	
251	Employee data			More than 5 years	25.6%	25.5%	24.6%	28.0%	31.2%	Outside of Japan	
252	Employee data	Average age of employees (years)	DGI + Japan	Total	N/A	N/A	N/A	N/A	40.3	Dentsu Group Inc. + Japan	
253	Employee data			Male	N/A	N/A	N/A	N/A	42.0	Dentsu Group Inc. + Japan	
254	Employee data			Female	N/A	N/A	N/A	N/A	37.4	Dentsu Group Inc. + Japan	
255	Employee data		DGI	Total	N/A	N/A	N/A	N/A	44.9	Dentsu Group Inc.	
256	Employee data			Male	N/A	N/A	N/A	N/A	44.8	Dentsu Group Inc.	
257	Employee data			Female	N/A	N/A	N/A	N/A	45.0	Dentsu Group Inc.	
258	Employee data		Japan	Total	N/A	N/A	N/A	N/A	40.3	Japan	
259	Employee data			Male	N/A	N/A	N/A	N/A	42.0	Japan	
260	Employee data			Female	N/A	N/A	N/A	N/A	37.4	Japan	
261	Employee data		Outside of Japan	Total	34.0	33.1	34.1	34.6	35.1	Outside of Japan	
262	Employee data			Male	N/A	N/A	N/A	N/A	35.7	Outside of Japan	
263	Employee data			Female	N/A	N/A	N/A	N/A	34.6	Outside of Japan	

No.	Category	Detail	Data						Coverage	Web	
				FY2020	FY2021	FY2022	FY2023	FY2024			
264	Employee data	Number of employees departures	Group	12,795	16,930	14,882	13,003	12,389	dentsu		
265	Employee data		DGI+Japan	1,496	2,288	1,845	1,416	1,401	Dentsu Group Inc.+Japan		
266	Employee data		DGI	0	8	4	4	3	Dentsu Group Inc.		
267	Employee data		Japan	1,496	2,280	1,841	1,412	1,398	Japan		
268	Employee data		Outside of Japan	11,299	14,642	13,037	11,587	10,988	Outside of Japan *Data from CIS (Russia and Kazakhstan) is excluded.		
269	Employee data	Turnover rate	DGI+Japan	Total	8.4%	12.8%	10.1%	7.1%	7.6%	Dentsu Group Inc. and Japan	
270	Employee data			Male	N/A	N/A	N/A	N/A	6.5%	Dentsu Group Inc. and Japan	
271	Employee data			Female	N/A	N/A	N/A	N/A	9.4%	Dentsu Group Inc. and Japan	
272	Employee data		DGI	Total	0.0%	177.8%	57.1%	29.6%	14.6%	Dentsu Group Inc.	
273	Employee data			Male	N/A	N/A	N/A	N/A	16.7%	Dentsu Group Inc.	
274	Employee data			Female	N/A	N/A	N/A	N/A	0.0%	Dentsu Group Inc.	
275	Employee data		Japan	Total	8.4%	12.7%	10.1%	7.0%	7.6%	Japan	
276	Employee data			Male	N/A	N/A	N/A	N/A	6.5%	Japan	
277	Employee data			Female	N/A	N/A	N/A	N/A	9.4%	Japan	

No.	Category	Detail	Data							Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
278	Employee data	Turnover rate	Outside of Japan	Total	30.0%	38.3%	30.0%	26.0%	24.5%	Outside of Japan *Data from CIS (Russia and Kazakhstan) is excluded.	
279	Employee data			Male	N/A	N/A	N/A	N/A	24.9%	Outside of Japan	
280	Employee data			Female	N/A	N/A	N/A	N/A	24.1%	Outside of Japan	
281	Employee data	Voluntary turnover rate	DGI+Japan		5.7%	6.2%	5.7%	4.2%	5.2%	Dentsu Group Inc. and Japan	
282	Employee data		DGI		0.0%	44.4%	0.0%	22.2%	9.8%	Dentsu Group Inc.	
283	Employee data		Japan		5.7%	6.2%	5.7%	4.2%	5.2%	Japan	
284	Employee data		Outside of Japan		18.8%	31.0%	25.9%	19.0%	18.5%	Outside of Japan *Data from CIS (Russia and Kazakhstan) is excluded.	
285	Employee data	High-performer turnover rate	DGI+Japan		0.6%	0.7%	0.7%	0.6%	0.7%	Dentsu Group Inc.+Japan	
286	Employee data		DGI		0.0%	0.0%	0.0%	0.0%	9.8%	Dentsu Group Inc.	
287	Employee data		Japan		0.6%	0.7%	0.7%	0.6%	0.7%	Dentsu Group Inc.	
288	Employee data	Number of employees taking childcare leave	DGI+Japan		459	505	598	508	642	Dentsu Group Inc.+Japan	
289	Employee data		DGI		2	3	4	4	1	Dentsu Group Inc.	
290	Employee data		Japan		457	502	594	504	641	Japan	

No.	Category	Detail	Data					Coverage	Web
				FY2020	FY2021	FY2022	FY2023	FY2024	
291	Employee data	Number of male employees taking childcare leave	DGI+Japan	N/A	N/A	261	314	355	Dentsu Group Inc.+Japan
292	Employee data		DGI	N/A	N/A	0	4	1	Dentsu Group Inc.
293	Employee data		Japan	N/A	205	261	310	354	Japan
294	Employee data	Male childcare leave-taking rate	DGI+Japan	N/A	N/A	64.1%	67.8%	89.0%	Dentsu Group Inc.+Japan
295	Employee data		DGI	N/A	N/A	0.0%	100.0%	33.3%	Dentsu Group Inc.
296	Employee data		Japan	N/A	44.1%	64.8%	67.5%	89.4%	Japan
297	Employee data	Average duration of childcare leave (days)	DGI+Japan	N/A	N/A	N/A	189.1	189.0	Dentsu Group Inc. and Japan
298	Employee data		DGI	N/A	N/A	N/A	0.0	11.0	Dentsu Group Inc.
299	Employee data		Japan	N/A	N/A	N/A	189.1	189.3	Japan
300	Employee data	Average duration of childcare leave(males, days)	DGI+Japan	N/A	N/A	N/A	49.8	58.5	Dentsu Group Inc. and Japan
301	Employee data		DGI	N/A	N/A	N/A	N/A	11.0	Dentsu Group Inc.
302	Employee data		Japan	N/A	N/A	N/A	49.8	58.6	Japan
303	Employee data	Average duration of childcare leave (females, days)	DGI+Japan	N/A	N/A	N/A	361.8	390.0	Dentsu Group Inc. and Japan
304	Employee data		DGI	N/A	N/A	N/A	N/A	N/A	Dentsu Group Inc.
305	Employee data		Japan	N/A	N/A	N/A	361.8	390.0	Japan

No.	Category	Detail	Data							Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
306	Salary data	Total monetary compensation	Group		¥472,692,057,190	¥526,588,223,638	¥601,762,080,994	¥650,275,298,652	¥685,032,115,256	dentsu	
307	Salary data		DGI+Japan		¥165,643,431,880	¥173,394,874,758	¥181,515,353,584	¥190,803,393,202	¥220,335,023,881	Dentsu Group Inc. and Japan	
308	Salary data		DGI		¥2,685,226,820	¥5,686,492,122	¥5,224,243,264	¥1,836,665,508	¥3,792,629,529	Dentsu Group Inc.	
309	Salary data		Japan		¥162,958,205,060	¥167,708,382,636	¥176,291,110,320	¥188,966,727,694	¥216,542,394,352	Japan	
310	Salary data		Outside of Japan		¥307,048,625,310	¥353,193,348,880	¥420,246,727,410	¥459,471,905,450	¥464,697,091,375	Outside of Japan	
311	Salary data	Mean gender pay gap	DGI+Japan	Total	61.7%	62.8%	62.4%	63.2%	68.5%	Dentsu Group Inc. and Japan	
312	Salary data			Full-time employment	67.9%	68.4%	67.9%	67.1%	72.6%	Dentsu Group Inc. and Japan	
313	Salary data			Contract employment	68.9%	71.2%	57.5%	67.8%	52.0%	Dentsu Group Inc. and Japan	
314	Salary data		DGI	Total	69.5%	65.5%	57.2%	71.7%	68.1%	Dentsu Group Inc.	
315	Salary data			Full-time employment	66.4%	63.9%	60.7%	72.8%	67.5%	Dentsu Group Inc.	
316	Salary data			Contract employment	171.2%	78.2%	62.8%	31.1%	N/A	Dentsu Group Inc.	
317	Salary data		Japan	Total	61.7%	62.9%	62.8%	63.4%	68.6%	Japan	
318	Salary data			Full-time employment	68.0%	68.6%	68.3%	67.3%	72.8%	Japan	
319	Salary data			Contract employment	69.4%	71.5%	57.5%	68.5%	52.0%	Japan	
320	Salary data		Base salary	UK	23.7%	22.3%	17.6%	18.2%	18.6%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
321	Salary data		Bonus	UK	64.4%	66.1%	56.3%	44.2%	40.7%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report

No.	Category	Detail		Data						Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
322	Salary data	Median gender	Base salary	UK	18.4%	19.4%	15.3%	15.1%	16.9%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
323	Salary data	pay gap	Bonus	UK	32.8%	39.6%	31.9%	43.9%	52.4%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
324	Salary data	Mean ethnicity pay gap (differences between Black, Asian, and ethnic minority employees and non-Black, Asian, and ethnic minority employees)	Base salary	UK	N/A	5.4%	14.3%	17.1%	13.3%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
325	Salary data		Bonus	UK	N/A	16.8%	113.0%	41.9%	25.9%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report

No.	Category	Detail			Data					Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
326	Salary data	Median ethnicity pay gap (differences between Black, Asian, and ethnic minority employees and non-Black, Asian and ethnic minority employees)	Base salary	UK	N/A	3.9%	13.5%	19.9%	13.4%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
327	Salary data	Mean LG BTQ+ pay gap (differences between LGBTQ+ and non-LGBTQ+ employees)	Bonus	UK	N/A	15.7%	5.0%	48.0%	60.9%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
328	Salary data	Mean LG BTQ+ pay gap (differences between LGBTQ+ and non-LGBTQ+ employees)	Base salary	UK	N/A	8.9%	15.7%	12.5%	12.0%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
329	Salary data	Mean LG BTQ+ pay gap (differences between LGBTQ+ and non-LGBTQ+ employees)	Bonus	UK	N/A	N/A	61.5%	29.1%	41.4%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report

No.	Category	Detail		Data						Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
330	Salary data	Median LGBTQ+ pay gap (differences between LGBTQ+ and non-LGBTQ+ employees)	Base salary	UK	N/A	6.1%	17.1%	21.1%	17.5%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
331	Salary data		Bonus	UK	N/A	N/A	30.6%	29.1%	47.5%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report

No.	Category	Detail	Data					Coverage	Web
332	Policy		Details are explained on the DENTSU INC. website, in the "Sustainability: Human Capital Development: Well-being and Labor Environment Improvements" section.					DENTSU INC.	https://www.dentsu.co.jp/en/sustainability/human_capital_development/
333	Targets		Details are explained on the DENTSU INC. website, in the "Sustainability: Human Capital Development: Well-being and Labor Environment Improvements" section.					DENTSU INC.	https://www.dentsu.co.jp/en/sustainability/human_capital_development/
334	Occupational Health and Safety Program		Details are explained on the DENTSU INC. website, in the "Sustainability: Human Capital Development: Well-being and Labor Environment Improvements" section.					DENTSU INC.	https://www.dentsu.co.jp/en/sustainability/human_capital_development/
335	Initiatives		The promotion of work-life balance, health management systems, and emergency safety confirmation initiatives are part of our occupational health and safety program. Details are explained on the DENTSU INC. website, in the "Sustainability: Human Capital Development: Well-being and Labor Environment Improvements" section.					DENTSU INC.	https://www.dentsu.co.jp/en/sustainability/human_capital_development/
336	Governance	Well-being and labor environment improvements	DENTSU INC. is actively undertaking initiatives related to Well-being and Labor Environment Improvements in the following three areas: ① Promoting work-life balance ② Employee health care systems ③ Work-life balance support systems					DENTSU INC	https://www.dentsu.co.jp/en/sustainability/human_capital_development/
				FY2020	FY2021	FY2022	FY2023	FY2024	
337	Data	Total working hours (hours)	DGI + Japan	N/A	34,879,276	33,477,397	36,167,926	36,206,485	Dentsu Group Inc. and Japan
338	Data	Total working hours per employee (hours)	DGI+Japan	N/A	2,000	1,958	1,986	1,919	Dentsu Group Inc. and Japan
339	Data	Paid leave utilization rate	DGI+Japan	N/A	N/A	61.7%	66.7%	65.1%	Dentsu Group Inc. and Japan
340	Data		DGI	N/A	N/A	35.7%	42.3%	38.9%	Dentsu Group Inc.
341	Data		Japan	N/A	50.4%	62.1%	67.1%	65.4%	Japan

No.	Category	Detail		Data					Coverage	Web	
					FY2020	FY2021	FY2022	FY2023	FY2024		
342	Data	Labor union membership rate		DGI+Japan	27.8%	26.4%	23.6%	32.1%	34.6%	Dentsu Group Inc. and Japan	
343	Data			DGI	0.0%	0.0%	0.0%	0.0%	0.0%	Dentsu Group Inc.	
344	Data			Japan	28.0%	26.6%	23.8%	32.4%	34.9%	Japan	
345	Data	Percentage of employees covered by formally elected employee representatives or collective			NA	NA	NA	NA	100%	Dentsu Group Inc	
346	Data	Number of occupational accidents	Total number of cases	DGI+Japan	24	23	25	42	41	Dentsu Group Inc. and Japan	
347	Data			DGI	0	0	0	0	1	Dentsu Group Inc.	
348	Data			Japan	24	23	25	42	40	Japan	
349	Data		Injuries	DGI+Japan	23	22	23	42	40	Dentsu Group Inc. and Japan	
350	Data			DGI	0	0	0	0	1	Dentsu Group Inc.	
351	Data			Japan	23	22	23	42	39	Japan	
352	Data		Illnesses/Diseases	DGI+Japan	1	1	2	0	0	Dentsu Group Inc. and Japan	
353	Data			DGI	0	0	0	0	0	Dentsu Group Inc.	
354	Data			Japan	1	1	2	0	0	Japan	
355	Data		Disabilities/Impairments	DGI+Japan	0	0	0	0	1	Dentsu Group Inc. and Japan	
356	Data			DGI	0	0	0	0	0	Dentsu Group Inc.	
357	Data			Japan	0	0	0	0	1	Japan	
358	Data		Fatalities/Deaths	DGI+Japan	0	0	0	0	0	Dentsu Group Inc. and Japan	
359	Data			DGI	0	0	0	0	0	Dentsu Group Inc.	
360	Data			Japan	0	0	0	0	0	Japan	

No.	Category	Detail		Data						Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
361	Data	Occupational accident incidence rate	Occupational accident incidence rate	DGI+Japan	0.8	0.7	0.8	1.2	1.1	Dentsu Group Inc. and Japan	
362	Data			DGI	0.0	0.0	0.0	0.0	4.0	Dentsu Group Inc.	
363	Data			Japan	0.8	0.7	0.8	1.2	1.1	Japan	
364	Data		Fatality incidence rate	DGI+Japan	0.0%	0.0%	0.0%	0.0%	0.0%	Dentsu Group Inc. and Japan	
365	Data			DGI	0.0%	0.0%	0.0%	0.0%	0.0%	Dentsu Group Inc.	
366	Data			Japan	0.0%	0.0%	0.0%	0.0%	0.0%	Japan	

No.	Category	Detail	Data	Coverage	Web
367	Social Contribution Policy		Dentsu is cultivating insights on social issues through the promotion of its 2030 Value Creation Strategy, which aims to generate ideas for the future to solve challenges facing society through business. We continuously shares these insights with a wide range of stakeholders and implement initiatives that support the sustainable development of society as a whole.	dentsu	
368	Social contribution activities	Delivering picture books to children	This is an activity in which employees affix translation stickers to picture books published in Japan and deliver them to children in Asian countries where children's books are scarce. • Started in 2018; conducted a total of 6 times, with 100 participants per event.	DENTSU INC.	
369	Social contribution activities	Sorting foreign currency coins	Employees volunteer to sort foreign currency coins collected from donation boxes set up by the Japan Habitat Association at international airports. These coins are sorted by country of origin, then exchanged into dollars and used to support disaster recovery efforts in affected areas. • Started in 2018; conducted a total of 3 times, with 30 participants per event.	DENTSU INC.	
370	Social contribution activities	Donating used clothing to developing countries to provide vaccines	Employees bring used clothing to collection boxes set up in the office or send them to the office using a special used clothing collection kit for the "Used Clothing for Vaccines" program. The collected used clothing is recycled and sold in developing countries (contributing to local employment), and the proceeds are used to provide polio vaccines. One kit provides polio vaccines for five people. • Started in 2021; conducted a total of 4 times, with 100 participants per event.	DENTSU INC.	
371	Social contribution activities	Creating compost from household food waste	Employees are individually provided with composting kits delivered to their homes, enabling them to collect food scraps from their households to create compost. This initiative was designed to address food waste issues and foster environmental awareness among employees. • Started in 2021; conducted three times, with 100 participants per event.	DENTSU INC.	
372	Social contribution activities	Collecting unused cosmetics and recycling them into crayons	This is a project to collect unused cosmetics from employees at the company. The collected cosmetics are upcycled into crayons called "Helloyon." • Started in 2024; two collections so far. Approximately 200 participants per collection (accurate numbers are difficult to determine as participants can anonymously deposit items in collection boxes set up in the office; the number of participants listed is an estimate based on pre-registrations).	DENTSU INC.	

No.	Category	Detail	Data						Coverage	Web
373	Social contribution activities	Creating educational puzzles using wooden cubes and donating them to children	<p>Employees create educational puzzles using domestically sourced wooden cubes. The completed puzzles are donated to children's homes and similar facilities. This initiative was designed to teach employees the importance of responsibly "using, i.e., harvesting" wood and to foster environmental awareness.</p> <ul style="list-style-type: none"> • Started in 2024; conducted once, with 46 participants per event. 						DENTSU INC.	
374	Social contribution activities	Supporting the UNESCO World Terakoya Movement	<p>Dentsu Japan companies support the objectives of the "UNESCO World Terakoya Movement," which has been continuously implemented by the National Federation of UNESCO Associations in Japan for over 30 years since 1989. Through this initiative, a total of 535 "terakoya" (traditional Japanese educational institutions) have been constructed in 44 countries and 1 region, providing educational opportunities for approximately 1.35 million individuals. In addition to collaborating on the development and provision of original characters for this initiative through dentsu's creative capabilities, dentsu Japan companies also participate in campaigns to collect unused postcards, stamps, and gift certificates, which are used as funds for the activities.</p> <ul style="list-style-type: none"> • Started in 2003; conducted 21 times. In 2024, 31 dentsu Japan companies participated. 						Japan	
				FY2020	FY2021	FY2022	FY2023	FY2024		
375	Activity data	Volunteer activities (number of participants)	Group	5,224	3,624	9,592	12,340	8,772	dentsu	
376	Activity data	Volunteer activities (number of participants)	Japan	355	542	259	1,761	1,485	Japan	
377	Activity data	Volunteer activities (number of participants)	Outside of Japan	4,869	3,082	9,333	10,579	7,287	Outside of Japan	
378	Donation data	Amount of donations	Group	¥43,951,110	¥1,267,443,980	¥202,954,980	¥539,341,000	¥389,100,716	dentsu	
379	Donation data	Amount of donations	Japan	¥43,951,110	¥1,267,443,980	¥202,954,980	¥539,341,000	¥134,615,807	Japan	
380	Donation data	Amount of donations	Outside of Japan	¥43,951,110	¥1,267,443,980	¥202,954,980	¥539,341,000	¥254,484,090	Outside of Japan	

Third Party Assurance 第三者保証

No.	Category	Detail	Data	Coverage	Web
381	Third-party assurance	Third-party assurance	As of December 31, 2024, our Group's "female leadership ratio" has received limited assurance by KPMG AZSA Sustainability Co., Ltd. The assurance statement is available on dentsu's website.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf

Human Capital Development : Quantitative data for DENTSU INC. 人財育成：（株）電通

No.	Category	Detail	Data					Coverage	Web
				FY2020	FY2021	FY2022	FY2023	FY2024	
382	Human capital development data	Average training hours per employee (hours)	Total	N/A	33	43	43	48	DENTSU INC.
383	Human capital development data	Average training cost per employee	Total	N/A	¥96,748	¥88,288	¥51,608	¥91,463	DENTSU INC.

Workforce : Quantitative data for DENTSU INC. ワークフォース：（株）電通

No.	Category	Detail	Data						Coverage	Web
				FY2020	FY2021	FY2022	FY2023	FY2024		
384	Employee data	Number of employees by age group	<30	1,131	1,006	854	883	834	DENTSU INC.	
385	Employee data		30-39	2,159	2,071	1,727	1,779	1,564	DENTSU INC.	
386	Employee data		40-49	1,856	1,818	1,662	1,769	1,640	DENTSU INC.	
387	Employee data		50-59	1,459	1,338	1,138	1,167	1,120	DENTSU INC.	
388	Employee data		60+	302	345	246	306	285	DENTSU INC.	
389	Employee data	Percentage of employees by age group	<30	16.4%	15.3%	15.2%	15.0%	15.3%	DENTSU INC.	
390	Employee data		30-39	31.3%	31.5%	30.7%	30.1%	28.7%	DENTSU INC.	
391	Employee data		40-49	26.9%	27.6%	29.5%	30.0%	30.1%	DENTSU INC.	
392	Employee data		50-59	21.1%	20.3%	20.2%	19.8%	20.6%	DENTSU INC.	
393	Employee data		60+	4.4%	5.2%	4.4%	5.2%	5.2%	DENTSU INC.	

Workforce : Quantitative data for DENTSU INC. ワークフォース：（株）電通

No.	Category	Detail	Data							Coverage	Web
					FY2020	FY2021	FY2022	FY2023	FY2024		
394	Employee data	Number of employees	Total	Total	6,907	6,578	5,627	5,513	5,442	DENTSU INC.	
395	Employee data			Male	4,611	4,352	3,900	3,811	3,779	DENTSU INC.	
396	Employee data			Female	2,296	2,226	1,727	1,702	1,663	DENTSU INC.	
397	Employee data		Executive Officers, etc.	Total	31	34	27	28	33	DENTSU INC.	
398	Employee data			Male	29	32	25	27	30	DENTSU INC.	
399	Employee data			Female	2	2	2	1	3	DENTSU INC.	
400	Employee data		Management positions	Total	1,706	1,611	1,389	1,458	1,464	DENTSU INC.	
401	Employee data			Male	1,543	1,445	1,265	1,315	1,316	DENTSU INC.	
402	Employee data			Female	163	166	124	144	149	DENTSU INC.	
403	Employee data		Non-management positions	Total	3,388	3,235	3,088	3,083	3,136	DENTSU INC.	
404	Employee data			Male	2,317	2,169	2,070	2,043	2,048	DENTSU INC.	
405	Employee data			Female	1,071	1,066	1,018	1,040	1,089	DENTSU INC.	
406	Employee data		Contract employees	Total	698	599	260	195	101	DENTSU INC.	
407	Employee data			Male	310	263	112	82	41	DENTSU INC.	
408	Employee data			Female	388	336	148	113	61	DENTSU INC.	
409	Employee data		Clerical staff	Total	486	468	272	265	232	DENTSU INC.	
410	Employee data			Male	0	0	0	0	0	DENTSU INC.	
411	Employee data			Female	486	468	272	265	232	DENTSU INC.	
412	Employee data		Partners / Senior staff	Total	265	314	213	228	264	DENTSU INC.	
413	Employee data			Male	216	253	177	185	213	DENTSU INC.	
414	Employee data			Female	49	61	36	43	52	DENTSU INC.	
415	Employee data		Part-time employee, etc.	Total	65	50	29	27	13	DENTSU INC.	
416	Employee data			Male	31	25	16	15	8	DENTSU INC.	
417	Employee data			Female	34	25	13	12	5	DENTSU INC.	
418	Employee data		Seconded employees	Total	268	267	349	231	201	DENTSU INC.	
419	Employee data			Male	165	165	235	146	126	DENTSU INC.	
420	Employee data			Female	103	102	114	85	75	DENTSU INC.	

Workforce : Quantitative data for DENTSU INC. ワークフォース：（株）電通

No.	Category	Detail	Data						Coverage	Web
				FY2020	FY2021	FY2022	FY2023	FY2024		
421	Employee data	Employee composition ratio	Executive Officers, etc.	0.4%	0.5%	0.5%	0.5%	0.6%	DENTSU INC.	
422	Employee data		Management positions	24.7%	24.5%	24.7%	26.4%	26.9%	DENTSU INC.	
423	Employee data		Non-management positions	49.1%	49.2%	54.9%	55.9%	57.6%	DENTSU INC.	
424	Employee data		Contract employees	10.1%	9.1%	4.6%	3.5%	1.9%	DENTSU INC.	
425	Employee data		Clerical staff	7.0%	7.1%	4.8%	4.8%	4.3%	DENTSU INC.	
426	Employee data		Partners/Senior staff	3.8%	4.8%	3.8%	4.1%	4.9%	DENTSU INC.	
427	Employee data		Commissioned employees, etc.	0.9%	0.8%	0.5%	0.5%	0.1%	DENTSU INC.	
428	Employee data		Seconded employees	3.9%	4.1%	6.2%	4.2%	2.3%	DENTSU INC.	
				2021/4	2022/4	2023/4	2024/4	2025/4		
429	Recruitment data	Number of new graduates hired	Total	115	97	120	143	148	DENTSU INC.	
430	Recruitment data		Male	63	52	58	67	71	DENTSU INC.	
431	Recruitment data		Female	52	45	62	76	77	DENTSU INC.	
432	Recruitment data		Female ratio	45.2%	46.4%	51.7%	53.1%	52.0%	DENTSU INC.	
				FY2020	FY2021	FY2022	FY2023	FY2024		
433	Recruitment data	Number of mid-career hires	Total	24	44	78	254	87	DENTSU INC.	
434	Recruitment data		Male	18	25	57	101	47	DENTSU INC.	
435	Recruitment data		Female	6	19	21	153	40	DENTSU INC.	
436	Recruitment data		Female ratio	25.0%	43.2%	26.9%	60.2%	45.9%	DENTSU INC.	

Workforce : Quantitative data for DENTSU INC. ワークフォース：（株）電通

No.	Category	Detail	Data					Coverage	Web
				FY2020	FY2021	FY2022	FY2023	FY2024	
437	Recruitment data	Number of employees rehired after retirement	Total	96	101	55	86	68	DENTSU INC.
438	Recruitment data		Male	79	80	42	62	56	DENTSU INC.
439	Recruitment data		Female	17	21	13	24	12	DENTSU INC.
440	Employee data	Average age	Total	41.2	41.5	41.6	41.3	41.3	DENTSU INC.
441	Employee data		Male	43.2	43.5	42.9	42.6	42.8	DENTSU INC.
442	Employee data		Female	37.1	37.5	37.9	37.2	36.8	DENTSU INC.
443	Employee data	Average years of service	Total	14.2	14.5	16.2	15.8	15.7	DENTSU INC.
444	Employee data		Male	16.6	17.0	17.2	17.0	17.1	DENTSU INC.
445	Employee data		Female	9.2	9.6	13.1	12.3	11.8	DENTSU INC.
446	Employee data	Number of employees who took childcare leave	Total	205	205	192	214	195	DENTSU INC.
447	Employee data		Male	150	155	140	166	134	DENTSU INC.
448	Employee data		Female	55	50	52	48	61	DENTSU INC.
449	Employee data	Total number of employees eligible for childcare leave	Total	250	267	210	224	185	DENTSU INC.
450	Employee data		Male	195	217	158	176	130	DENTSU INC.
451	Employee data		Female	55	50	52	48	55	DENTSU INC.
452	Employee data	Childcare leave utilization rate	Total	82.0%	77.0%	91.0%	95.5%	105.4%	DENTSU INC.
453	Employee data		Male	76.9%	71.4%	88.6%	94.3%	103.1%	DENTSU INC.
454	Employee data		Female	100.0%	100.0%	100.0%	100.0%	110.9%	DENTSU INC.

Workforce : Quantitative data for DENTSU INC. ワークフォース：（株）電通

No.	Category	Detail	Data						Coverage	Web
				FY2020	FY2021	FY2022	FY2023	FY2024		
455	Employee data	Return-to-work rate from leave due to childcare, nursing care, etc.	Total	100.0%	100.0%	100.0%	100.0%	100.0%	DENTSU INC.	
456	Employee data		Male	100.0%	100.0%	100.0%	100.0%	100.0%	DENTSU INC.	
457	Employee data		Female	100.0%	100.0%	100.0%	100.0%	100.0%	DENTSU INC.	

Occupational Safety and Health : Quantitative data for DENTSU INC. 労働安全衛生：（株）電通

No.	Category	Detail	Data						Coverage	Web
				FY2020	FY2021	FY2022	FY2023	FY2024		
458	Data	Average number of paid leave days taken	Total	9.3	12.7	14.8	13.9	13.4	DENTSU INC.	
459	Data		Male	9.2	12.4	14.7	14.3	13.6	DENTSU INC.	
460	Data		Female	9.5	13.4	15.0	13.3	13.0	DENTSU INC.	
461	Data	Number of paid leave days granted	Total	20	20	20	20	20	DENTSU INC.	
462	Data		Male	20	20	20	20	20	DENTSU INC.	
463	Data		Female	20	20	20	20	20	DENTSU INC.	
464	Data	Paid leave utilization rate	Total	46.5%	63.5%	73.9%	74.2%	70.5%	DENTSU INC.	
465	Data		Male	46.1%	62.0%	73.3%	73.3%	69.6%	DENTSU INC.	
466	Data		Female	47.3%	67.0%	75.2%	76.2%	72.6%	DENTSU INC.	
467	Data	Total working hours per employee	Total	1,838	2,023	1,957	2,000	2,034	DENTSU INC.	
468	Data	Absenteeism rate	Total	0.13	0.18	0.20	0.24	0.20	DENTSU INC.	

No.	25-29	CT&T personnel composition ratio	CT&T personnel composition ratio is calculated based on headcount and various ratios.
No.	25-366	DGI+Japan	Data for FY2020-2024 primarily covers directly owned companies, with a coverage of approximately 79%.
No.	49	Revenue per employee	Exchange rate 1GBP= 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.93, 2023: ¥174.88, 2024: ¥193.51
No.	50	Operating profit per employee	Exchange rate 1GBP= 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.93, 2023: ¥174.88, 2024: ¥193.51
No.	52	Number of internally reported complaints (cases)	In FY2021, figures for previous fiscal years were recounted.
No.	54-59	Employee engagement survey results	The employee satisfaction and recommendation scores are the average values for all respondents, with their five-step answers converted to an index (0-100). The overall engagement survey result is the average of the satisfaction and recommendation scores.
No.	76-78	Percentage of female workers in management positions (above managers,including Executive Directors)	From FY2022, the treatment of companies in scope, the reference date for employee numbers, and seconded employees have changed, resulting in a different calculation method from previous disclosures.
No.	124	Percentage of employees with disabilities	Total of six companies under the special subsidiary system (Dentsu Group Inc., Dentsu Solari Inc., DENTSU INC., DENTSU CORPORATE ONE INC., Dentsu Casting & Entertainment Inc., and Dentsu Runway Inc.); until 2022, four companies combined (Dentsu Group Inc., Dentsu Solari Inc., DENTSU INC., and DENTSU CORPORATE ONE INC.)
No.	145-168	Number of employees / managers	Since December 2022, the approach to counting seconded employees has been changed to "included if incoming, excluded if outgoing."
No.	169-187	Number of leaders	<ul style="list-style-type: none"> • The persons in the "Not declared" and "No data" categories are included in the denominator to calculate the percentage of female leaders. • For International in FY2022, the percentage of female leaders is calculated excluding the four individuals with no data. • For Japan, executive-level employees of each company are the subject of aggregation. For International, employees at Level 55 or higher in the grade defined by the Group are considered the leader class. • Even if an employee holds concurrent posts (i.e., is a leader in multiple organizations), the person is counted as one employee. • Seconded employees are counted at their main work location.
No.	189-197	Number of new graduates hired	<ul style="list-style-type: none"> • From FY2022, new graduates hired between January and December are counted. • Some companies do not calculate gender breakdowns.

No.	198-208	Number of new recruits	<ul style="list-style-type: none"> • Including past fiscal years, employees who joined the company between January and December are counted. • Some companies do not calculate gender breakdowns.
No.	209-217	Number of mid-career recruits	<ul style="list-style-type: none"> • Including past fiscal years, employees who joined the company between January and December are counted. • Some companies do not calculate gender breakdowns.
No.	233-236	Recruitment costs	Exchange rate 1GBP= 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.93, 2023: ¥174.88, 2024: ¥193.51
No.	237-240	Recruitment cost per person	Exchange rate 1GBP= 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.93, 2023: ¥174.88, 2024: ¥193.51
No.	291-293	Number of male employees utilizing childcare leave	From FY2022, the treatment of companies in scope, the reference date for employee numbers, and seconded employees have changed, resulting in a different calculation method from previous disclosures.
No.	294-296	Percentage of male employees utilizing childcare leave	From FY2022, the treatment of companies in scope, the reference date for employee numbers, and seconded employees have changed, resulting in a different calculation method from previous disclosures.
No.	306-310	Total monetary compensation	Exchange rate 1GBP= 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.93, 2023: ¥174.88, 2024: ¥193.51
No.	311-319	Mean gender pay gap	Average is calculated by aggregating the total compensation of all relevant employees and dividing that figure by the number of employees. The average wage gap is the percentage of the average female compensation to the average male compensation
No.	320	Mean gender pay gap	Mean pay gap is calculated by - Average base salary of male workers - Average base salary of female workers) / Average base salary of male workers
No.	322	Median gender pay gap	Median pay gap is calculated by - Median base salary of male workers - Median base salary of female workers) / Median base salary of male workers
No.	339-341	Usage rate of vacation days	From FY2022, the treatment of companies in scope, the reference date for employee numbers, and seconded employees have changed, resulting in a different calculation method from previous disclosures.
No.	378-380	Amount of donations	Exchange rate 1GBP= 2020: ¥140.9, 2021: ¥151.1, 2022: ¥161.9, 2023: ¥174.9, 2024: ¥193.51 Donation amount = Cash donations + Equivalent value of in-kind provision (media space)
No.	397-399、421	Executive Officers, etc.	Refers to Directors, Executive Officers, Corporate Auditors, Senior Corporate Advisors, and Executive Advisors.



Governance

ガバナンス

Corporate Governance コーポレートガバナンス

No.	Category	Detail	Data	Coverage	Web
1	Approach	Corporate Governance Policy	<p>The Group has set the Purpose of extending “an invitation to the never before.” WHY/WHAT/HOW and eight values called “The 8 ways” as its Corporate Philosophy (NORTHSTAR), and as a foundation to realize NORTHSTAR, the Group established the Dentsu Group Code of Conduct that defines the way everyone who works for, or on behalf of, the Group should act. According to the NORTHSTAR, the Group will work on the maximization of corporate value for all stakeholders such as shareholders, clients, partners, employees, and consumers by positioning itself as a Business to Business to Society (B2B2S) corporate group that resolves social issues through business with clients.</p> <p>The Group has established a shared vision “To be at the forefront of people-centered transformations that shape society.” In the domain where marketing, technology, and consulting converge, as well as the sports and entertainment domain, the Group have redefined our business domain, as “People-centered Transformation” and will evolve into a corporation that creates new solutions and generate positive social impact by using its standout creativity and technology.</p> <p>To realize the above, pursuing the best corporate governance is important. The Company shall ensure sustainable growth and enhance the medium- to long-term corporate value through transparent and fair decision-making, effective use of management resources and expeditious and resolute decision-making.</p> <p>For the above purposes, the Company shall work on enhancing the corporate governance in accordance with the basic concepts below.</p> <ul style="list-style-type: none"> (i) To respect shareholders’ rights and ensure their equal treatment (ii) To consider the interests of stakeholders, including shareholders, and cooperate with them appropriately (iii) To appropriately disclose company information and ensure transparency (iv) To enhance the effectiveness of the supervisory function over business execution (v) To engage in constructive dialogue with shareholders who have an investment policy that conforms to the medium- to long-term interests of shareholders <p>(Source: Corporate Governance Policy, Chapter 1, General Provisions)</p>	dentsu	https://www.group.dentsu.com/en/about-us/governance/cgp.html

No.	Category	Detail	Data	Coverage	Web
2	Policy	Corporate Governance Policy	Please refer to the website. While no specific limit is set on the number of concurrent positions for Independent Directors, the Corporate Governance Policy (Chapter 5-12: Concurrent positions as an officer of another listed company) outlines dentsu's approval process for such positions.	dentsu	https://www.group.dentsu.com/en/about-us/governance/cgp.html
3	Policy	Corporate Governance Report	Please refer to the website.	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/governance_202504_en.pdf
4	Policy	Basic Policy on Internal Control of Dentsu Group	Please refer to the website.	dentsu	https://www.group.dentsu.com/en/about-us/governance/internal_control.html
5	Board of Directors	Corporate governance implementation structure	Please refer to the website. The purpose of the Board of Directors and the frequency of its meetings are described in the Notice of Convocation of the 176th Ordinary General Meeting of Shareholders (p. 29).	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/governance/structure.html https://www.group.dentsu.com/en/ir/common/pdf/ams176noticeE.pdf
6	Board of Directors	Chairman of the Board	Gan Matsui	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/leadership.html
7	Board of Directors	Independence standards for outside directors	We deem that any directors that fall under any of the following items do not meet the standards for independent outside directors. 1. Persons from the Company or its subsidiaries 2. Persons who perform executive roles in another company where a person who performs an executive role in the Company holds the position of director, officer, corporate auditor and the like 3. Principal business partners 4. Accounting firms of the Company 5. Outside experts of the Company 6. Donations 7. Major shareholders 8. Persons who previously fall under one of the preceding categories 9. Close relatives 10. Exceeding the term of office as outside directors For details, Please refer to the Website.	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/governance/isod.html

No.	Category	Detail	Data	Coverage	Web
8	Board of Directors	Independence	There is no specific numerical target for the number of independent outside directors, but our Corporate Governance Policy (Chapter 5-2. Composition of the Board of Directors and term of office of directors) notes that the number of directors on the Board of Directors of the Company shall be fifteen (15) or fewer, and the majority of the members shall be independent outside directors. The ESG Briefing 2023 materials shows the evolution of the number of independent outside directors.	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/governance/cgp.html https://www.group.dentsu.com/en/ir/common/pdf/ESG-Briefing2023.pdf
9	Board of Directors	Responsibilities of the Board of Directors	Our Corporate Governance Report (Supplementary Principle 4.11.1 View on the appropriate balance between knowledge, experience, and skills of the Board as a whole and on diversity and appropriate board size) explains our approach to diversity on our Board of Directors. (Supplementary Principle 2.4.1 Ensuring diversity, including active participation of women) explains the status of ensuring diversity in the Group's human resources, our policies for human resource development and internal environment development to ensure diversity, and the status of their implementation.	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/common/pdf/governance_202504_en.pdf
10	Board of Directors	Responsibilities of the Board of Directors	<ul style="list-style-type: none"> Our Corporate Governance Policy (Chapter 5-2. Composition of the Board of Directors and term of office of directors) explains that the elements of diversity on the board of directors include gender, internationality, work experience, and age of its members. There are no criteria for non-executive directors or audit committee members with industry experience. Regarding the criteria for financial expertise, our Corporate Governance Policy (Chapter 5-8. Criteria and Procedures for the Nomination and Dismissal of Candidates for Directors and Executive Officers) notes that one of the criteria for the selection and appointment of candidates for outside directors is that they have a professional career with expertise in finance. 	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/governance/cgp.html
11	Board of Directors	Target on Board diversity	No targets have been set for diversity on the Board. Our Corporate Governance Policy (Chapter 5-2. Composition of the Board of Directors and term of office of directors) explains that the elements of diversity for the Board of Directors include gender, internationality, work experience and age of its members.	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/governance/cgp.html
12	Board of Directors	Target on Board diversity	<ul style="list-style-type: none"> Non-executive directors or audit committee members with industry experience: Paul Candland (independent outside director), Andrew House (independent outside director), Keiichi Sagawa (audit committee member) and Naoko Ichikawa (independent outside director). Directors with financial expertise: Arinobu Soga, Keiichi Sagawa, Mihoko Sogabe, Yuka Matsuda, Yoshihiko Kawamura and Norimitsu Takashima. 	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams176noticeE.pdf

No.	Category	Detail	Data	Coverage	Web
13	Board of Directors	Average term in office	3.1 years	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams176noticeE.pdf
14	Board of Directors	Evaluation of effectiveness	The effectiveness of the Board of Directors is evaluated annually. The evaluation method, analysis results, assessment, and initiatives for future improvement are described in the Notice of Convocation of the 176th Ordinary General Meeting of Shareholders (in the section "Evaluating the Effectiveness of the Board of Directors") and in Integrated Report 2025 (in the section "Evaluating Board effectiveness").	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams176noticeE.pdf https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf
15	Board of Directors	Terms of reference	We have the Rules of the Board of Directors and the Rules of Authorities (non-disclosable).	Dentsu Group Inc.	

No.	Category	Detail	Data	Coverage	Web
16	Nominating Committee	Succession planning	<p>In order to comprehensively promote management succession planning, Dentsu Group Inc. has established a two-tiered process for collecting and reviewing information on talent within the Group; with (2) also functioning as a talent pool for (1), by having the Nomination Committee and HR function carry out the following two main initiatives by target group.</p> <p>Initiatives</p> <p>(1) Nominating Committee for Directors and Executive Officers</p> <p>(2) Initiatives for other key positions (CxOs)</p> <p>(1) Nominating Committee for Directors and Executive Officers</p> <ul style="list-style-type: none"> • A process has been established for selecting talent by defining the ideal profile ("What Good Looks Like") in terms of desirable skills, experience, and qualities, and comparing this with a pool of internal and external candidates, to realize the Group's long-term vision for 2030. The selection process ensures transparency and multifaceted perspectives through assessments by external experts and interviews with directors. • For the CEO, in addition to regular succession planning, emergency candidates (contingency candidates) are also designated. Personnel requirements are designed in accordance with various contingency scenarios, and a suitable individual is selected. <p>(2) Initiatives for other key positions (CxOs)</p> <ul style="list-style-type: none"> • The leaders of each region, service area and corporate department hold annual People Discussions with the CEO and other management to discuss the status of key talent in their area and their development plans. The same metrics are used on a Group global basis to identify information on current and potential successors in key positions, and to form and review the talent pool. The 2024 activities have ensured a 100% successor coverage rate for the Group Executive Management role. • Development plans and programs have been established for each job level for the talent pool (for specific details, please refer to the section on talent development). 	dentsu	
17	Board of Directors	Skills matrix	<p>A skills matrix is included in the Corporate Governance Report (in the section "Directors' Skills"). The Audit Committee consists entirely of independent outside directors who have finance and accounting skills; the relevant directors are Keiichi Sagawa, Mihoko Sogabe, Yuka Matsuda, Yoshihiko Kawamura, and Norimitsu Takashima.</p>	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/common/pdf/governance_202504_en.pdf

No.	Category	Detail	Data																		Coverage	Web
				2020 Jan-Mar	2020 Mar after the re- election	2020 Apr-Dec	2021 Jan-Mar	2021 Mar after the re- election	2021 Apr-Dec	2022 Jan-Mar	2022 Mar after the re- election	2022 Apr-Dec	2023 Jan-Mar	2023 Mar after the re- election	2023 Apr-Dec	2024 Jan-Mar	2024 Mar after the re- election	2024 Apr-Dec	2025 Jan-Mar	2025 Mar after the re- election		
18	Board of Directors		Directors	12	12	12	12	12	13	13	13	13	12	10	10	10	9	9	9	11	Dentsu Group Inc.	
19	Board of Directors		Independent outside directors	4	4	4	5	5	5	5	5	5	5	6	6	6	6	6	6	9	Dentsu Group Inc.	
20	Board of Directors		Female directors	2	2	2	2	3	3	3	4	4	3	2	2	2	2	2	2	3	Dentsu Group Inc.	
21	Board of Directors		Number of meetings	5	1	12	4	1	11	4	1	10	4	1	9	5	1	11	4	1	Dentsu Group Inc.	
22	Board of Directors		Board of Directors meeting attendance rate	93.3%	91.6%	97.9%	100%	100%	98.6%	98.1%	100%	100%	97.9%	100%	97.8%	90.0%	100%	100%	100%	100%	Dentsu Group Inc.	

Corporate Governance

コーポレートガバナンス

No.	Category	Detail	Data																		Coverage	Web
			Reorganized Audit Committee from Audit Supervisory Committee after 2023 re-election	2020 Jan-Mar	2020 Mar after the re-election	2020 Apr-Dec	2021 Jan-Mar	2021 Mar after the re-election	2021 Apr-Dec	2022 Jan-Mar	2022 Mar after the re-election	2022 Apr-Dec	2023 Jan-Mar	*2023 Mar after the re-election	2023 Apr-Dec	2024 Jan-Mar	2024 Mar after the re-election	2024 Apr-Dec	2025 Jan-Mar	2025 Mar after the re-election		
23	Audit Committee		Members	4	5	5	5	5	5	5	6	6	6	4	4	4	4	4	4	5	Dentsu Group Inc.	
24	Audit Committee		Independent outside directors	3	4	4	4	4	4	4	5	5	5	4	4	4	4	4	4	5	Dentsu Group Inc.	
25	Audit Committee		Female members	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	Dentsu Group Inc.	
26	Audit Committee		Number of meetings	5	1	10	4	1	6	6	1	9	4	1	9	5	1	9	5	1	Dentsu Group Inc.	
27	Audit Committee		Attendance rate	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Dentsu Group Inc.	

No.	Category	Detail	Data																		Coverage	Web
			*Established the Nomination and Compensation Advisory Committee in July 2019 (in place until March 2020) **Reorganized into the Nomination Advisory Committee following the 2020 re-election *** Reorganized into the Nominating Committee following the 2023 re-election	2020 Jan-Mar	2020 Mar after the re- election	2020 Apr-Dec	2021 Jan-Mar	2021 Mar after the re- election	2021 Apr-Dec	2022 Jan-Mar	2022 Mar after the re- election	2022 Apr-Dec	2023 Jan-Mar	2023 Mar after the re- election	2023 Apr-Dec	2024 Jan-Mar	2024 Mar after the re- election	2024 Apr-Dec	2025 Jan~Mar	2025 Mar after the re- election		
28	Nominating Committee	Members		3	—	—	—	—	—	8	—	4	4	4	4	4	4	4	4	4	Dentsu Group Inc.	
29	Nominating Committee	Independent outside directors		2	—	—	—	—	—	5	—	3	3	3	3	3	3	3	3	3	Dentsu Group Inc.	
30	Nominating Committee	Number of Advisory Committee meetings *Exact frequency and attendance unknown		3*	—	—	—	—	—	2	—	6	1	1	8	3	1	7	3	2	Dentsu Group Inc.	
31	Nominating Committee	Attendance rate *Exact frequency and attendance unknown **No record of attendance 1 out of 2 times		100%*	—	—	—	—	—	**	—	91.60%	100%	100%	100%	100%	100%	92.9%	100%	100%	Dentsu Group Inc.	

No.	Category	Detail	Data																		Coverage	Web
			*Established the Nomination and Compensation Advisory Committee in July 2019 (in place until March 2020) **Reorganized into the Compensation Advisory Committee following the 2020 re-election ***Reorganized into the Compensation Committee following the 2023 re-election	2020 Jan-Mar	2020 Mar after the re- election	2020 Apr-Dec	2021 Jan-Mar	2021 Mar after the re- election	2021 Apr-Dec	2022 Jan-Mar	2022 Mar after the re- election	2022 Apr-Dec	2023 Jan-Mar	2023 Mar after the re- election	2023 Apr-Dec	2024 Jan-Mar	2024 Mar after the re- election	2024 Apr-Dec	2025 Jan-Mar	2025 Mar after the re- election		
32	Compensation Committee	Members		3	—	5	5	—	8	8	—	4	4	3	3	3	3	3	3	3	Dentsu Group Inc.	
33	Compensation Committee	Independent outside directors		2	—	3	3	—	5	5	—	3	3	3	3	3	3	3	3	3	Dentsu Group Inc.	
34	Compensation Committee	Number of meetings *Exact frequency and attendance unknown		3*	—	6*	1	—	7	3	—	7	3	1	7	3	1	4	3	1	Dentsu Group Inc.	
35	Compensation Committee	Attendance rate *Exact frequency and attendance unknown		100%*	—	100%*	100%	—	98.2%	87.5%	—	100%	100%	100%	100%	88.8%	100%	100%	88.8%	100%	Dentsu Group Inc.	

No.	Category	Detail	Data	Coverage	Web
36	Approach		Remuneration for directors is determined by resolution of the Compensation Committee as part of our transition to a Company with Nominating, Audit, and Compensation Committees, as stipulated in the Articles of Incorporation (Article 29, Chapter 4: Directors and the Board of Directors), which are available in Japanese only. The concept behind executive compensation and the process for determining compensation are also explained in the "Executive compensation policy" section of Integrated Report 2025.	Dentsu Group Inc.	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf https://www.nikkei.com/nkd/disclosure/tdnr/20230330540092/ (Japanese Only)
37	Policy		Details regarding long-term variable remuneration are explained in the "Executive compensation policy" section of Integrated Report 2025. Furthermore, guidelines for long-term variable remuneration, including their determination timing and covered performance periods, are explained in the "Executive compensation policy" section of Integrated Report 2025, the "Executive Compensation, etc." section of the Annual Securities Report (in Japanese only), and the "Policy for Determining the Amount or Calculation Method for Directors and Executive Officers for the Current Fiscal Year" section of the Notice of Convocation of the 176th Ordinary General Meeting of Shareholders.	Dentsu Group Inc.	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf https://ssl4.eir-parts.net/doc/4324/yuho_pdf/S100VHEC/00.pdf (Japanese Only) https://www.group.dentsu.com/en/ir/common/pdf/ams176noticeE.pdf
38	Policy		<p>Policies and regulations regarding executive compensation (including compensation levels, malus/clawback clauses, and linking to sustainability indicators) are explained in the "Executive compensation policy" section of Integrated Report 2025.</p> <p>Additionally, as part of the compensation for the Group's executive officers, including the CEO, Dentsu Group Inc. has established an executive compensation structure that incorporates performance-linked annual cash bonuses and mid-to-long-term bonuses (composed of Performance Share Units and stock price-linked cash remuneration). The details and calculation methods for these, including their determination timing and covered performance periods, are further explained in the "Executive compensation policy" section of Integrated Report 2025, the "Executive Compensation, etc." section of the Annual Securities Report (in Japanese only), and the "Policy for Determining the Amount or Calculation Method for Directors and Executive Officers for the Current Fiscal Year" section of the Notice of Convocation of the 176th Ordinary General Meeting of Shareholders.</p>	Dentsu Group Inc.	https://www.group.dentsu.com/jp/sustainability/common/pdf/integrated-report2025.pdf https://ssl4.eir-parts.net/doc/4324/yuho_pdf/S100VHEC/00.pdf (Japanese Only) https://www.group.dentsu.com/en/ir/common/pdf/ams176noticeE.pdf

Executive Compensation 役員報酬

No.	Category	Detail	Data	Coverage	Web
39	CEO compensation metrics		<p>The CEO's compensation structure consists of base annual salary, annual bonuses, and mid-to-long-term bonuses, with a focus on long-term performance and corporate value enhancement. The target ratio of base annual salary to annual bonuses to mid-to-long-term bonuses is 1:1:1.5. The mid-to-long-term bonus is comprised primarily of Performance Share Units and stock price-linked cash remuneration. Further details are explained in the "Policy for Determining the Amount or Calculation Method for Directors and Executive Officers for the Current Fiscal Year" section of the Notice of Convocation of the 176th Ordinary General Meeting of Shareholders.</p> <p>FY2025 (176th): page 48-53, FY2024 (175th): page 48-51, FY2023 (174th):page 42-48</p> <p>CEO compensation performance is explained in the "Executive Compensation, etc." section of the Annual Securities Report (in Japanese only).</p>	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams176noticeE.pdf https://www.group.dentsu.com/en/ir/common/pdf/ams175noticeE.pdf https://www.group.dentsu.com/en/ir/common/pdf/ams174noticeE.pdf https://ssl4.eir-parts.net/doc/4324/yuho_pdf/S100VHEC/00.pdf_(Japanese Only)
40	Non-executive Director compensation		All compensation for Non-Executive Directors is fixed, with no variable component. Related information is described on p. 49 of the Notice of Convocation of the 176th Ordinary General Meeting of Shareholders.	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams176noticeE.pdf
41	CEO-to-employee pay ratio		<p>17.9x.</p> <p>The CEO-to-employee pay ratio is calculated based on CEO Igarashi's compensation of 269 million yen (FY2024) and the average annual employee salary (Dentsu Group Inc.) of 15,075,028 yen (as of December 31, 2024).</p>	Dentsu Group Inc.	https://ssl4.eir-parts.net/doc/4324/yuho_pdf/S100VHEC/00.pdf
42	Stock ownership data		<p>Shareholdings of directors are disclosed in the Notice of Convocation of the 176th Ordinary General Meeting of Shareholders. In addition, the shareholdings of the two executive officers are as follows:</p> <p>Hiroshi Igarashi: Current shareholdings: 10,829 shares; Maximum holdings: 79,931 shares Arinobu Soga: Current shareholdings: 7,165 shares; Maximum holdings: 41,035 shares</p>	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams176noticeE.pdf

No.	Catego	Detail	Data	Coverage	Web
43	Risk governance		<p>The risk management structure is described in the "Risk management" section of Integrated Report 2025.</p> <p>We have set up the Group Risk Committee, under which four Regional Governance Committees were formed to strengthen Group risk management.</p> <p>The Group Risk Committee mainly covers medium- to long-term strategic risks. To strengthen the Group's risk management-related control and monitoring functions, the committee is chaired by the Representative Executive Officer, Executive Vice President & Global CGO. Its members include the President & Global CEO, as well as the regional CEOs of Japan, the Americas, EMEA, and APAC.</p> <p>Furthermore, as of April 2025, the Risk & Compliance Committees for the four regions have been restructured into new Regional Governance Committees. The committees are attended by the Global General Counsel and Global Internal Control & Risk Officer from the Group, strengthening oversight of regional decision-making and ensuring transparency in discussions.</p> <p>The activities and responses of the Group Risk Committee and each of the four Regional Governance Committees are regularly monitored by the Group Management Board and the Board of Directors.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/commen/pdf/integrated-report2025.pdf
44	Promotion structure		<p>The enhanced risk management promotion structure is described in the "Risk management" section of Integrated Report 2025.</p> <p>In 2023, we formed a Global Management Team to accelerate business transformation and further enhance management, thereby shifting to a structure that will enable business growth and sustainable improvement in corporate value. Consequently, a new Group Risk Committee was established to strengthen risk management across the Group, and under its umbrella, four Regional Risk Committees (currently Regional Governance Committees) were also established.</p> <p>Furthermore, we have appointed a new Global Internal Control & Risk Officer from the Group Management Team to oversee risk management and internal control across the organization. Under their leadership, the Group Risk Management Office, equipped with specialized expertise, is vigorously advancing risk management activities.</p> <p>Sustainability indicators are incorporated as non-financial metrics in the annual bonuses for senior management, aligning with our commitments to both sustainability and robust risk management. Some members of the Board of Directors, including outside directors, have extensive management experience and are well-versed in risk management.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/commen/pdf/integrated-report2025.pdf

No.	Category	Detail	Data	Coverage	Web
45	Process		The risk management process is described in the "Risk management" section of Integrated Report 2025.	Dentsu Group Inc.	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf
46	Risk assessment		The risk assessment of the risk management process is described in the "Risk management" section of Integrated Report 2025.	Dentsu Group Inc.	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf
47	Stress testing		No stress testing is conducted for risk management purposes.	Dentsu Group Inc.	
48	Internal dissemination	Process	<p>Internal dissemination of risk management is described in the "Risk management" section of Integrated Report 2025.</p> <p>To prevent risks from materializing and to control their impact to a target level should they materialize, risk sponsors are selected for each risk. Once the Group's risk exposure status (evaluated using a heat map based on Likelihood x Impact) has been ascertained, a response plan and deadline are determined, and progress is reported regularly with the aim of mitigating risks. Overall risk exposure is reviewed annually, while individual risks are reviewed as necessary and appropriate.</p> <p>The Group's internal reporting system (Speak Up @dentsu) provides a measure or mechanism for all employees to proactively identify and report potential risks throughout the organization.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf
49	Internal dissemination	Risk management training	<p>Training on risk management is referenced in the "Risk management" section of Integrated Report 2025.</p> <p>In order to foster and disseminate a risk culture throughout the Group, we have developed two types of risk training programs: one for Group and Regional executive members, and another for other employees. In the future, we will implement these risk training programs for all Group employees to deepen their understanding of risks across the entire Group.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf
50	Risk assessment results	Business risk	The major risks associated with the execution of the Group's strategies, business, and other activities that may affect the decisions of investors are explained in the "Business and Other Risks" section of 176th Annual Securities Report (in Japanese only), with a partial English translation available in the Financial Report.	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/2025_finance.pdf

Risk Management リスクマネジメント

No.	Category	Detail	Data	Coverage	Web
51	Risk assessment results	The concept of emerging risk	The concept of emerging risk is described in the "Risk management" section of Integrated Report 2025. Emerging risks—new risks that arise due to environmental changes and other factors and did not previously exist—will be identified on an ongoing basis primarily by the Group Risk Committee and Regional Governance Committees. Their impact on management and business strategies will be assessed, and response plans will be developed.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf
52	Risk assessment results	Emerging risk analysis	Emerging risk analysis is addressed based on the "Specific risk management measures" described in the "Risk management" section of Integrated Report 2025. Based on an ERM (Enterprise Risk Management) approach, we identify and assess risks that are important to Group management, including emerging risks, and regularly update a list of risks deemed important as the Group's "risk register."	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf

No.	Category	Detail	Data	Coverage	Web
53	Policy	Dentsu Group Code of Conduct	<p>The Dentsu Group Code of Conduct is available in multiple languages for all employees and is disseminated throughout the Group via the intranet. The Code of Conduct is also posted on our website and can be accessed from outside the company. Training on the Dentsu Group Code of Conduct is provided in multiple languages as mandatory training for all employees.</p> <p>The contents of the Dentsu Group Code of Conduct are updated as necessary. The Group Compliance Committee is responsible for the execution of updates and revisions, and reports to the directors through the Group Management Board. In addition, committee meeting materials and minutes are submitted to a third-party auditing firm.</p> <p>In the “Working with Integrity” section of the Dentsu Group Code of Conduct, we have established policies to prevent any conduct that conflicts with the interests of individuals and the interests of the Group, as well as to manage and supervise any conflicts of interest.</p>	dentsu	https://www.group.dentsu.com/en/about-us/governance/codeofconduct.html
54	Anti-bribery & corruption policy	Dentsu Group Anti-bribery & corruption policy	The Dentsu Group Anti-bribery & corruption policy clearly defines and prohibits bribery and facilitation payments, and specifies actions deemed acceptable. Approval procedures and operational guidelines adhere to internal guidelines, such as requiring prior approval from a superior for gifts exceeding a certain amount.	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/anti-bribery_corruption_policy_202301_en.pdf
55	Anti-bribery & corruption policy		The Dentsu Group Code of Conduct also includes anti-bribery and corruption provisions, and all employees who have completed training on the Dentsu Group Code of Conduct have signed it.	dentsu	https://www.group.dentsu.com/en/about-us/governance/codeofconduct.html
56	Policy to prevent conflicts of interest	Corporate Governance Policy & Report	<p>In the Corporate Governance Policy, "Chapter 2: Ensuring the Rights and Equal Treatment of Shareholders, 6. Related Party Transactions" describes the framework for appropriate monitoring to ensure that transactions between dentsu and its related parties, including its directors and executive officers, do not harm the interests of dentsu and its shareholders.</p> <p>Additionally, the Corporate Governance Report outlines several compliance policies and regulations; for example, "Related Party Transactions" and "Conflicts of Interest" are detailed in "Principle 1-7 Related Party Transactions" in the Corporate Governance Report.</p>	dentsu	https://www.group.dentsu.com/en/about-us/governance/cgp.html
					https://www.group.dentsu.com/en/about-us/common/pdf/governance_202504_en.pdf
57	Policy to prevent conflicts of interest	Dentsu Group Code of Conduct	In the “Working with Integrity” section of the Dentsu Group Code of Conduct, we have established policies to prevent and manage conflicts of interest, overseeing conduct that may conflict with the interests of individuals and the Group. Under this policy, internal rules applicable to the Group, dentsu Japan, and International require employees to report any conflicts of interest (whether direct or indirect) to the Company, thereby preventing harm to the Company's interests through necessary actions based on such reports.	dentsu	https://www.group.dentsu.com/en/about-us/governance/codeofconduct.html

No.	Category	Detail	Data	Coverage	Web
58	Grievance and remedy		We have established a contact point for internal and external reporting of compliance violations, "Speak Up @ dentsu." It serves as both an internal reporting platform for employees and a contact point for external parties to report compliance violations.	dentsu	
59	Internal whistle blowing system		The internal whistleblowing system is explained in detail in the "Compliance: Compliance program" section of Integrated Report 2025. The whistleblowing system is available to all employees, as well as to suppliers, customers, and other third parties in multiple languages. Reports can be made anonymously, and anonymous reports are handled confidentially. In the whistleblowing response process, strict investigations are carried out according to the content of the report, and appropriate action is taken, including feedback to the whistleblower. Authority is established, and information is handled with strict management to ensure confidentiality.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf
60	Monitor and promotion structure		Business ethics issues are addressed by the Group Compliance Committee, chaired by the Global Chief Governance Officer, and ultimately reported to the Board of Directors through the Group Management Board. Supervisory responsibility rests with the Board of Directors. Materials and meeting minutes of the Group Compliance Committee are submitted to a third-party audit firm.	dentsu	
61	Monitoring and promotion structure		The Group Compliance Committee, to which authority has been delegated by the Group Management Board, monitors and manages compliance-related incidents. The Committee is comprised of CEOs from each region and is chaired by the Global Chief Governance Officer. The activities and content of the Group Compliance Committee are regularly reported to the Board of Directors.	dentsu	
62	Monitoring and promotion structure		The Group Compliance Committee, to which authority has been delegated by the Group Management Board, monitors and manages incidents related to the Anti-bribery & corruption policy. The Committee is comprised of CEOs from each region and is chaired by the Global Chief Governance Officer. The activities and content of the Group Compliance Committee are regularly reported to the Board of Directors.	dentsu	
63	Risk assessment		Business ethics risk management, including bribery and corruption, is described in detail in the "Compliance: Compliance program" section of Integrated Report 2025. For compliance risks that need to be addressed, including bribery and corruption, risk assessments are conducted by appropriate members, and risk mitigation measures based on the assessment results are currently being implemented.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf

No.	Category	Detail	Data	Coverage	Web
64	Risk management process		<p>Risk management of business ethics, including bribery and corruption, is described in detail in the "Compliance program" section of Integrated Report 2025.</p> <p>As an internal monitoring system for detecting corruption, we adopt measures such as: concluding contracts with intermediaries; addressing high risks; confirming transfers of economic benefits; visiting local offices in high-risk areas; checking the contents of notifications submitted in accordance with internal regulations; reviewing cases of violations; and checking the use of the internal reporting line.</p> <ul style="list-style-type: none"> • High risk handling: We have established guidelines for transactions with public officials and ensure that such guidelines are observed. To prevent the inappropriate provision of benefits, the Company requires employees to report the giving and receiving of economic benefits, and will manage the situation. • Intermediaries: To prevent the occurrence of bribery through third parties, contracts that include anti-bribery and anti-corruption provisions are signed when dealing with third parties. • Audits through visits and interviews to local offices in high-risk areas: Through the implementation of compliance risk assessments, the assignment of appropriate compliance teams, and internal audit programs, controls are in place to improve business ethics and prevent corruption and bribery. • Confirmation of the contents of notifications filed in accordance with internal regulations: To prevent the inappropriate provision of benefits, employees are required to report any financial benefits they receive to the company, and the Compliance Department manages the situation. • Review of violation cases: The Compliance Department conducts reviews based on the information submitted via notifications. • Confirmation of the use of the whistleblower line: The status of the use of the whistleblowing line is checked by the Compliance team and reported semi-annually to the Group Compliance Committee. 	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf

No.	Category	Detail	Data	Coverage	Web
65	Escalation process		<p>Escalation of Group compliance matters is reported to the Compliance Committee of each region by the compliance officers of dentsu Japan companies, and by the respective compliance officers in other regions.</p> <p>The Compliance Committee in each region discusses the contents of the reports and reports them to the Group Compliance Committee, and major matters are then reported to the Board of Directors through the Group Management Board.</p> <p>To deter compliance violations and reduce exposure to unethical opportunities, disciplinary actions are taken as appropriate for violations, and the following initiatives are implemented:</p> <ul style="list-style-type: none"> • Enhancement of training and dissemination: We enhance training and disseminate necessary information through e-learning and intranet. • Strengthening internal controls and revising internal regulations: We regularly review regulations to keep the compliance system up-to-date. • Optimization of organizational structure: Under the Group Compliance Committee, we establish compliance committees in each region to formulate and disseminate regulations and rules that must be followed. 	dentsu	
66	Training	Ethical standards	Dentsu provides ethics training annually, including training on the Dentsu Group Code of Conduct.	dentsu	
67	Training	Corruption prevention	Training on anti-bribery and corruption is provided annually alongside continuous dissemination of information via the company intranet.	dentsu	
68	Training	Code of Conduct training	Training based on the Code of Conduct for thorough compliance is conducted annually as mandatory training for all employees.	dentsu	
69	Training	Anti-bribery training	Periodically, anti-bribery and corruption training is conducted, and information is continuously disseminated via the intranet.	dentsu	
70	Training	Compliance training	Compliance training is conducted annually for all officers and employees.	dentsu	

No.	Category	Detail	Data	Coverage	Web
71	Internal dissemination		As an internal communication measure for anti-bribery and corruption, we inform all employees of our Anti-bribery & corruption policy through e-learning and our company intranet.	dentsu	
72	Initiatives		As a program for anti-bribery and corruption prevention, we communicate the Anti-bribery & corruption policy to all employees via e-learning and the company intranet.	dentsu	
73	Initiatives	Climate-related lobbying	<p>We seek to incorporate knowledge gained from collaborations with external stakeholders into our management practices and enhance our response to environmental issues specific to our Group. For this purpose, we join organizations that align with our Group policies and form strategic partnerships. Before joining an organization, a proposal from the Global Chief Sustainability Officer is approved by a designated committee (chaired by the Global Corporate Secretary), and the Group Sustainability Office handles the practical execution. For information on organizations we are a member of, please refer to the "Environment" section of this Databook.</p> <p>The selection of organizations involves assessing its activities and financial status. To ensure proper checks and balances, the approval process designates separate individuals for proposal initiation and final approval.</p>	dentsu	

Tax Transparency 税の透明性

No.	Category	Detail	Data	Coverage	Web
74	Policy	Tax policy	<p>We are committed to complying with the law and ensuring tax fairness in all countries of operation. For details, please refer to the Group Tax Mission Statement and Strategy.</p> <p>p.3 "Introduction"</p> <p>p.4 "Tax Mission Statement"</p> <p>p.5 "Tax Strategy - Tax Compliance"</p> <p>pp.6-10 "Futher Details on the 3 Tax Pillars - Tax Compliance"</p> <p>Avoiding the use of tax havens</p> <p>p.3 "Introduction"</p> <p>p.13 "Tax Optimisation - Paragraphs 1-3"</p> <p>Commitment not to transfer created value to low-tax jurisdictions</p> <p>p.3 "Introduction"</p> <p>p.5 "Tax Strategy - Tax Optimisation - Paragraph 4"</p> <p>Explanation of the position of the responsible person at Board level regarding tax policy overseen by the Board of Directors</p> <p>p.11 "Tax Risk Management - Paragraph 2"</p>	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/dentsu-Company-Tax-Strategy-Document2023_en.pdf
75	System		Tax payments are reported to the Board of Directors in conjunction with the closing agenda, rather than as a regular agenda item at Audit Committee meetings.	dentsu	

No.	Category	Detail	Data	Coverage	Web
76	Overview		Dentsu regards supply chain management as an important issue. In procurement, the Group has established and disclosed Group policies and put in place the necessary systems.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf
77	Structure		<p>Dentsu's Global Chief Governance Officer (GCGO) is responsible for Group policies. Matters of high importance are discussed at key meetings, such as the Group Management Board, and are also reported to the Board of Directors as necessary. In addition, dentsu Japan and international (outside of Japan) each have their own procurement teams responsible for implementing actions in line with policies and managing the supply chain.</p> <p>For a description of our supply chain management "Structure," please refer to the "Supply Chain Management" section of Integrated Report 2025.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf
78	Eligible suppliers		Dentsu's suppliers include a wide range of media, production, and technology service companies, as well as goods providers, consulting firms, and other professional service firms. Our supply chain management covers not only Tier 1 suppliers but also those further down the supply chain.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf
79	Disclosure of details on supply chain management		<p>The Dentsu Group Procurement Policy, which sets forth the Company's approach to procurement, is disclosed, and the Dentsu Group Supplier Code of Conduct has been developed as the behavior expected of suppliers doing business with the Company.</p> <p>The requirement for suppliers to comply with all applicable anti-bribery and anti-corruption laws and regulations is described in the Supplier Code of Conduct.</p>	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/procurement-policy.pdf https://www.group.dentsu.com/en/about-us/common/pdf/supplier-code-of-conduct.pdf

No.	Category	Detail	Data	Coverage	Web
80	Disclosure of details on supply chain management	dentsu Japan Procurement Guidelines	<p>Based on its Corporate Governance Policy, dentsu has established the Dentsu Group Code of Conduct as a code of conduct for appropriate cooperation with stakeholders. The Dentsu Group Code of Conduct calls for "integrity in all our actions."</p> <p>In response to the Dentsu Group Code of Conduct, dentsu Japan has established the dentsu Japan Procurement Guidelines to ensure fair business practices. In addition, the following related policies also serve as standards for fair business practices.</p> <p>Related policies include: Dentsu Group Code of Conduct, Dentsu Group Procurement Policy, Dentsu Group Supplier Code of Conduct, Dentsu Group Human Rights Policy, Dentsu Group Basic Policy for Information Security, Dentsu Group Environmental Policy, dentsu Japan Procurement Guidelines, Declaration on the Elimination and Prevention of Harassment, Basic Policy and Guidelines for Public Affairs Business, Guidelines for Sports Business, and Guidelines for the Prevention of Unfair Bidding.</p>	Japan	https://www.japan.dentsu.com/jp/assets/pdf/company/procurement-guideline.pdf (Japanese only)
81	Business ethics, corruption, and anti-bribery policy for suppliers		<p>The Dentsu Group Supplier Code of Conduct covers forced labor, child labor, working conditions, occupational health and safety, discrimination and harassment, freedom of association and collective bargaining, greenhouse gas emissions and energy consumption, pollution prevention and waste management, resource efficiency, biodiversity, anti-corruption and conflict of interest measures, and anti-competitiveness globally.</p> <p>We expect our suppliers to understand and comply with the dentsu Group Supplier Code of Conduct. At this stage, the dentsu Group Supplier Code of Conduct is the standard document for suppliers that refers to sustainability. The Dentsu Group Supplier Code of Conduct may be used by markets alongside contract terms and conditions to capture sustainability requirements or expectations.</p> <p>In International, we also have a Contract Policy and a Procure to Pay Policy in place. The Procure to Pay Policy was updated in 2024 to include sustainability.</p>	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/supplier-code-of-conduct.pdf
82	Business ethics, corruption, and anti-bribery policy for suppliers		The Dentsu Group Procurement Policy states that, as a global company contributing to societal development through services to clients worldwide, we will conduct business with the highest standards of integrity, ethics, and responsible practices, properly conducting due diligence and assessing bribery and corruption risks. In addition, the Dentsu Group Supplier Code of Conduct requires suppliers to adhere to a zero-tolerance principle for any form of bribery, clarifies requirements regarding money laundering, and includes information on using the reporting channel for suppliers to raise concerns.	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/procurement-policy.pdf https://www.group.dentsu.com/en/about-us/common/pdf/supplier-code-of-conduct.pdf

No.	Category	Detail	Data	Coverage	Web
83	Dealing with suppliers (risk monitoring and decarbonization)		In our transactions with suppliers, we clearly define key risks beyond country and sector, including environmental, human rights, compliance, information management, anti-corruption, and sustainability risks. We conduct due diligence and information gathering for risk management purposes at the start of transactions, and perform necessary monitoring throughout the transaction period. In addition, our procurement and sustainability teams in Japan and International are collaborating on future initiatives to reduce GHG emissions.	dentsu	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
84	Escalation process and external hotlines		Procurement teams in each region, independent of business divisions, collect, analyze, and verify multifaceted information, including information received by hotlines for consultation from external suppliers, and consider and implement necessary measures. We have also established Speak Up @ dentsu, a reporting window where suppliers can consult anonymously.	dentsu	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
85	Establishment and publication of guidelines	Japan	Please refer to the "Supply Chain Management" section of Integrated Report 2025.	Japan	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
86	Establishment and publication of guidelines	Outside of Japan	Please refer to the "Supply Chain Management" section of Integrated Report 2025.	Outside of Japan	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
87	Guideline compliance measures	Japan	Please refer to the "Supply Chain Management" section of Integrated Report 2025.	Japan	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
88	Guideline compliance measures	Outside of Japan	Please refer to the "Supply Chain Management" section of Integrated Report 2025.	Outside of Japan	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
89	Monitoring	Japan	Please refer to the "Supply Chain Management" section of Integrated Report 2025.	Japan	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
90	Monitoring	Outside of Japan	Please refer to the "Supply Chain Management" section of Integrated Report 2025.	Outside of Japan	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
91	Escalation	Japan	Please refer to the "Supply Chain Management" section of Integrated Report 2025.	Japan	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf

No.	Category	Detail	Data	Coverage	Web
92	Escalation	Outside of Japan	Please refer to the "Supply Chain Management" section of Integrated Report 2025.	Outside of Japan	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
93	Education and training	Japan	Please refer to the "Supply Chain Management" section of Integrated Report 2025.	Japan	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
94	Education and training	Outside of Japan	Please refer to the "Supply Chain Management" section of Integrated Report 2025.	Outside of Japan	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
95	Risk management and due diligence	Japan	Please refer to the "Supply Chain Management" section of Integrated Report 2025.	Japan	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
96	Risk management and due diligence	Outside of Japan	Please refer to the "Supply Chain Management" section of Integrated Report 2025.	Outside of Japan	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
97	Examples of supply chain optimization and ongoing initiatives	Japan	Please refer to the "Supply Chain Management" section of Integrated Report 2025.	Japan	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
98	Examples of supply chain optimization and ongoing initiatives	Outside of Japan	Please refer to the "Supply Chain Management" section of Integrated Report 2025.	Outside of Japan	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
99	Supplier assessment and development	Japan	<p>Dentsu Japan aims to verify the information security of suppliers with whom we place orders and to conclude comprehensive basic outsourcing transaction agreements with them. Thoroughly concluding comprehensive basic outsourcing agreements with our suppliers allows us to manage risk when placing orders.</p> <p>With regard to basic outsourcing agreements, we carefully examine the contents of orders placed with business partners and strive to improve the conclusion rate.</p>	Japan	

No.	Category	Detail	Data	Coverage	Web
100	% of top suppliers assessed for sustainability risks	Outside of Japan	<p>In 2024, for the first time, we invited our key in-scope suppliers to participate in the CDP Supply Chain programme, enabling us to gather primary emissions data from our most material emission hotspots. We achieved an overall response rate of 81% from the suppliers we contacted, providing valuable insights into the current state of sustainability maturity across our supply chain. These insights are informing the development of our supplier engagement strategy and the design of targeted training and support planned for 2025. For in-scope Global Functions and UK indirect spend, approximately 84% of suppliers were asked to disclose their environmental performance via CDP. Of those, we received responses from 94%, enabling us to further integrate environmental performance into our procurement processes.</p>	UK and Global Functions indirect suppliers (non-media)	
101	Training for buyers on social and environmental issues within the supply chain	Outside of Japan	<p>All UK and Global Functions Procurement staff members have completed two 90-minute Sustainable Procurement training sessions. The sessions targeted the following learning outcomes:</p> <ul style="list-style-type: none"> • Understanding of sustainable procurement and its significance to their roles. • How Sustainable Procurement aligns with dentsu's overall sustainability goals. • The impact of the Triple Bottom Line (economic, social, and environmental) and Circular Economy on procurement decisions. • The importance of supplier collaboration for achieving net zero. • Awareness of sustainability risks and opportunities, specifically within the Procurement Services (PS) and Information Technology (IT) categories. • How to actively support the collection of supplier sustainability information through CDP. • How to select suppliers based on dentsu's sustainability criteria. <p>All new hires will complete Sustainable Procurement training as part of the dentsu training cycle.</p> <p>As part of our training program, the Sustainable Marketing Academy, Sustainable Procurement training has been developed and recorded for EMEA. This training has been made available to everyone within this market.</p> <p>In 2025, an annual refresh of sustainable procurement training will be conducted for Global Functions and UK indirect procurement teams. This training will also be expanded to key EMEA markets.</p>	UK and Global Functions indirect suppliers (non-media)	

No.	Category	Detail	Data	Coverage	Web
102	Supplier capacity building on environmental and social issues	Outside of Japan	<p>We acknowledge the importance of collaborating with our suppliers for Scope 3 emission reduction, and this collaboration is also referenced in the Dentsu Group Supplier Code of Conduct.</p> <p>In 2025, dentsu will launch its UK Supplier Engagement Programme pilot, which aims to collaborate with and support suppliers in meeting their overall decarbonisation goals, thereby supporting both the suppliers' and dentsu's objectives.</p>	UK and Global Functions indirect suppliers (non-media)	
103	Supplier engagement programs	Outside of Japan	In 2024, the UK and Global Functions procurement team established a baseline for the number of diverse suppliers in their supply chain. In 2025, the Global Functions, UK indirect, and key EMEA market procurement teams aim to include at least one sustainable, social enterprise, or diverse-owned business in the RFP process, where a suitable supplier is identified.	UK	
104	Percentage of targeted suppliers that have signed the Supplier Code of Conduct	Outside of Japan	<p>In 2024, over 99% of suppliers onboarded via Coupa (dentsu's e-procurement platform) signed the Dentsu Group Supplier Code of Conduct.</p> <p>For suppliers who did not accept, one of the following actions was taken:</p> <ul style="list-style-type: none"> • An equivalent review was conducted to ensure their Code of Conduct was in line with dentsu's; or • An exemption was made based on the commodity of supply. 	UK and Global Functions indirect suppliers (non-media)	
105	Percentage of targeted suppliers that have undergone a CSR assessment	Outside of Japan	<p>In 2024, for the first time, we invited our key in-scope suppliers to participate in the CDP Supply Chain program, enabling us to gather primary emissions data from our most material emission hotspots.</p> <p>We achieved an overall response rate of 81% from the suppliers we contacted, providing valuable insights into the current state of sustainability maturity across our supply chain. These insights are informing the development of our supplier engagement strategy and the design of targeted training and support planned for 2025. For in-scope Global Functions and UK indirect spend, approximately 84% of suppliers were asked to disclose their environmental performance via CDP, and of those, we received responses from 94%, enabling us to further integrate environmental performance into our procurement processes.</p> <p>In Q3 2024, we launched an enhanced supplier due diligence program covering 70% of Global Functions and UK indirect spend. This provides an inherent risk-based assessment that includes compliance checks against risk domains such as governance, sustainability, social, health and safety, and data privacy. As of Q2 2025, this process has now covered 69% of spend in scope.</p>	UK and Global Functions indirect suppliers (non-media)	

No.	Catego	Detail	Data	Coverage	Web
106	Policy	DataProtection Pri	Dentsu's Global Data Protection Principles guide our understanding of what being a force for good means in the context of personal data processing—regardless of where in the world we may operate. These principles underpin the policies, standards, and behaviors that govern how we collect, use, and work with personal data across the dentsu business worldwide. Please refer to the document "Dentsu approach to data protection" for details.	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/global_data_protection_principles_20208_en.pdf
107	Policy		In accordance with the Act on the Protection of Personal Information, we are committed to notifying the data subject(s) of any data breaches. Details of our data protection efforts are described in dentsu's Global Data Protection Principles.	dentsu	https://www.group.dentsu.com/en/termsfuse/privacy_policy.html
108	Policy		Information processing defined as personal data under GDPR is undertaken on a legal basis, and the purposes of use and legal basis are disclosed on our Group website.	dentsu	https://www.group.dentsu.com/en/termsfuse/gdpr.html
109	Promotion structure		The handling of personal information is determined by executive management. Governance of cybersecurity is also explained in the "Cybersecurity: Governance and risk" section of Integrated Report 2025. Our security team is operated under a Group Chief Information Security Officer, who is responsible for Group-wide security and collaborates with regional Chief Information Security Officers.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf
110	Promotion structure		<ul style="list-style-type: none"> • A Group Security Officer is responsible for the Group-wide security of the entire Group and reports to the members of our Group Executive Management. • Additionally, we have a structure that allows us to report to the Group Management Board (GMB), the highest level of executive management, and to the Board of Directors, as necessary. • Cybersecurity is a key theme under the material issue of "INTEGRITY," and the Group Sustainability Committee under the GMB monitors progress and reports to the GMB and the Board of Directors. • Cybersecurity is one of the key risks in the Group, and the Group Risk Committee under the GMB reports its activities to the GMB and the Board of Directors. 	dentsu	

No.	Catego	Detail	Data	Coverage	Web
111	Management structure		<p>Dentsu's cybersecurity initiatives are also described in the "Cybersecurity: Securing Our Operations" section of Integrated Report 2025.</p> <p>Group As a cybersecurity initiative, the Group has built an attack surface management program to identify, analyse, remediate, and ultimately respond to threats to our external boundary. The Application Assurance pillar provides an internal service that performs ongoing assessments of our estate, looking for changes or newly built infrastructure, which are then assessed for vulnerabilities. The service also works with assurance partners who provide third-party penetration tests to attest to our level of security posture.</p> <p>As for Incident Management, dentsu maintains an incident response plan that includes incident management and associated plans and processes for incident response teams at various levels (site, country, cluster, region, and Group). Employees can escalate incidents via their identified local or country-level incident teams, or through a centralised reporting process.</p> <p>International (Business continuity) Business Continuity Plans are developed and maintained in alignment with ISO 22301.</p> <p>Japan (Business continuity) No information available for disclosure.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/communication/pdf/integrated-report2025.pdf
112	Management structure		<p>Dentsu maintains a comprehensive set of Group security policies and standards with which our employees are required to comply. Policy adherence is tracked as a formal goal for all employees and forms part of their performance evaluations.</p> <p>Our Group's Acceptable Use Policy outlines the types of inappropriate conduct that may result in disciplinary action, up to and including termination of employment.</p>	dentsu	

Data Privacy & Cybersecurity データプライバシーとサイバーセキュリティ

No.	Catego	Detail	Data	Coverage	Web
113	Management structure		<p>Dentsu operates an information security management system and maintains a range of industry-recognized security certifications, including ISO/IEC 27001:2013, at both a global and a localised/service level. Dentsu's data centers are maintained in ISO 27001-certified and -compliant facilities. A number of key strategic services are also targeted for annual independent SSAE18 SOC1 and SOC2 assessments.</p> <p>International A comprehensive cyber insurance policy providing coverage for cybersecurity incidents, including information security breaches, is maintained across all international markets.</p> <p>Japan A comprehensive cyber insurance policy providing coverage for cybersecurity incidents, including information security breaches, is maintained across dentsu Japan.</p>	dentsu	https://www.dentsu.co.jp/en/sustainability/compliance/

No.	Category	Detail	Data	Coverage	Web
114	Internal dissemination		<p>Cybersecurity training is also described in the "Cybersecurity: Employee Awareness" section of Integrated Report 2025.</p> <p>Annual security awareness training is a mandatory requirement for all dentsu workers (including employees, temporary workers, and contingent workers) to complement existing security knowledge and promote expected behaviors. This is delivered through our learning management system and includes proof of learning and policy attestation. Completion rates are tracked and reported to management.</p> <p>Our annual awareness training curriculum includes:</p> <ul style="list-style-type: none"> • Key policy messaging • Emerging cyber threats and current risks • Physical security • Data security & information classification • AI security • Email security • Web and social media security • Phishing, social engineering and cyber crime threats/motives • External storage media • Remote working • Social media safety <p>Additional training is provided for unique challenges and responsibilities of specific high-risk roles.</p> <p>Simulated phishing campaigns are conducted periodically across dentsu to determine the susceptibility of our workforce to genuine phishing attacks and effectiveness of our security awareness program.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf
115	Cybersecurity processes and infrastructure enhancement initiatives		<ul style="list-style-type: none"> • Our internal team continuously conducts and manages vulnerability assessments. Furthermore, we engage external experts to conduct independent vulnerability scans and penetration tests once a year. For cybersecurity risk responses, please also see the "Cyber security: Governance and risks" section of Integrated Report 2025. • Business Continuity Plans (BCP) are developed on a region-by-region basis. Details are below: International develops and maintains BCPs in accordance with ISO 22301. <p>In Japan, after the BCP is developed, the plan is inspected, and risks are analyzed through periodic audits by external parties. In addition, DENTSU INC. implements and periodically reviews industry best practice management measures in line with ISO 22301, ISO 2361, ISO 27031, and ISO 27001.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/comm/pdf/integrated-report2025.pdf

No.	Catego	Detail	Data	Coverage	Web
116	Incident Management		<p>Our vulnerability management programs continuously scan our environment to identify gaps, assess new risks, and mitigate promptly through a combination of activities:</p> <ul style="list-style-type: none"> • Network-based scans as appropriate to identify possible network security attacks and vulnerable systems on our network. • Real-time host-based scans to find vulnerabilities in workstations, services, or other network hosts, providing visibility into configuration settings and patch status. • Wireless and IoT (Internet of Things) scans to identify rogue access points and unmanaged IoT devices. • External boundary scans to check externally exposed services are configured correctly and to identify vulnerabilities, misconfigurations, and open ports. • Cloud infrastructure and application scans to detect known software vulnerabilities and misconfigurations. • Application penetration tests of high-risk applications. <p>Internal assessments of our broader control environment are conducted for corporate governance, compliance with customer/business partner requirements and regulations, and risk management purposes.</p> <p>A dedicated Internal Audit team (third line of defense) develops and executes a cybersecurity audit plan. Each year, internal audits required by ISO/IEC 27001 are also conducted.</p>	dentsu	
117	Incident Management		<p>External assurance is also described in the "Cyber security: Our security program" section of Integrated Report 2025.</p> <p>Group</p> <p>Independent (external) testing and assessment of our corporate infrastructure for standard security issues is performed as part of our vulnerability and risk management program. Additionally, "Red Team" exercises are performed that simulate targeted cyber attacks and test dentsu's ability to prevent, detect, and respond to adversarial activity.</p> <p>External assessments of dentsu's security and technology control design and effectiveness are also undertaken to support the International Markets Global Operations ISO 27001 certification, dentsu Japan ISO 27001 certification, and the annual JSOX financial controls audit.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf

Data Privacy & Cybersecurity データプライバシーとサイバーセキュリティ

No.	Categyo	Detail	Data	Coverage	Web
118	Reporting on violations		There have been no clear violations of the Act on the Protection of Personal Information in the past inclu	dentsu	

No.	Category	Detail	Data	Coverage	Web
119	Management	Governance	<p>Dentsu's Representative Executive Officer, Executive Vice President, and Global Chief Governance Officer, oversees initiatives for compliance with human rights regulations, sound risk management, and ensuring business continuity.</p> <p>The day-to-day implementation of our human rights awareness efforts is handled by the dedicated Head of Human Rights, who establishes the necessary internal network to understand and manage human rights impacts, and collaborates closely with relevant departments.</p> <p>The effectiveness of our human rights initiatives is a standing agenda item at the quarterly Group Sustainability Committee (GSC), ensuring that we are positioned to achieve sustainable growth across all areas where our Group operates. Furthermore, Japan-specific human rights issues are addressed by the Group Human Rights Committee and the Human Rights Education Council.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf
120	Management	Embedding human rights commitments into corporate practice	<p>Human Rights is a standing agenda item at the quarterly Group Sustainability Committee. We have identified specific areas and methods for robust human rights due diligence to support the Medium-term Management Plan. We work cross-functionally with Legal, Procurement, Compliance, and HR to embed human rights considerations, provide expertise, and build capacity for the day-to-day management of human rights risks.</p> <p>This includes risk assessment, policy commitment (including our Group Human Rights Policy and standalone policies for specific human rights impacts), governance and executive sponsorship, various training initiatives including online content, and function/practice-specific workshops, consultation with internal experts, and internal controls to monitor and track compliance.</p>	dentsu	https://www.group.dentsu.com/en/about-us/governance/human-rights.html
121	Stakeholder engagement	Stakeholder engagement on human rights issues	<p>We value stakeholder input on our human rights priorities and due diligence. For example, in the development of our Group Human Rights Policy and Human Rights Impact Assessment, we integrated considerations from a variety of stakeholders, including employees, investors, and consumers, through direct interviews and survey results.</p> <p>We are committed to transparency and continue to disclose information on our approach to human rights and any incidents and remedial actions taken. We also remain active in the overall stakeholder dialogue to maintain awareness of issues raised by affected rightsholders.</p>	dentsu	https://www.group.dentsu.com/en/about-us/governance/human-rights.html

No.	Category	Detail	Data	Coverage	Web
122	Policy	Dentsu Group Human Rights Policy	Our Group-established policies (including the Dentsu Group Human Rights Policy, the Dentsu Group Code of Conduct, and Dentsu Group Supplier Code of Conduct) articulate clear expectations for all employees and suppliers, helping to minimize risk and protect our reputation. These policies are drafted with advice from external experts and approved by the Group Management Board. They are also reviewed continuously to ensure they remain relevant and effective in addressing emerging risks that could affect our business.	dentsu	http://www.group.dentsu.com/en/about-us/governance/human-rights.html
123	Risk assessment	Global Human Rights Impact Assessment (HRIA)	<p>We proactively identify global and market-level risks. This includes real-time alerts on social, environmental, and security events; bi-annual assessments of the risk profiles of our markets, and our annual employee engagement survey. To complement this, we appointed an external expert agency to conduct a global Human Rights Impact Assessment (HRIA). The results determine our priority action areas.</p> <p>Our most salient human rights issues are as follows:</p> <ul style="list-style-type: none"> • Equality and non-discrimination • Freedom of thought, opinion, religion, belief, expression, and access to information • Labor rights and harassment • Privacy and data security • Child rights • Right to a healthy environment 	dentsu	https://www.group.dentsu.com/en/sustainability/commmon/pdf/integrated-report2025.pdf

No.	Category	Detail	Data	Coverage	Web
124	Human Rights Due Diligence and mitigation		<p>We conduct human rights due diligence throughout our operations and supply chain to identify, prevent, and mitigate risks. Our approach is aligned with the United Nations Guiding Principles on Business and Human Rights.</p> <p>Our Group's human rights representatives work closely with various teams across the Group—including HR, Legal & Compliance, Procurement, Communications, and Brand Assurance—to embed human rights considerations, provide expertise, and build capacity for the day-to-day management of human rights risks. This includes online training, function/practice-specific workshops, and consultation with internal experts.</p> <p>In Japan, information on past cases and potential issues is collected by the Human Rights Enlightenment Department, Compliance Office, Dentsu Corporate One Inc., and the Dentsu Group Human Rights Committee oversees the response to individual cases. The Committee determines the methods and content for a correct understanding of the case and measures to prevent recurrence. Training programs are also added as necessary.</p>	Japan	http://www.group.dentsu.com/en/about-us/governance/human-rights.html
125	Risk Mitigation and Remedies	Code of Conduct	<p>All dentsu employees are required to undertake annual training on our Code of Conduct.</p> <p>A specialized department (Human Rights Enlightenment Department, Compliance Office, Dentsu Corporate One Inc.) takes the lead in providing training for employees to understand human rights risks, basic awareness, and knowledge of human rights issues so that they can take prompt action in their work.</p> <p>In addition to human rights training at the time of employment (for both new graduates and mid-career workers), employees (hired directly) are required to take an annual human rights training course (e-learning).</p> <p>For individual cases, the specialized division for human rights plays a central role, with the human rights representatives from each company also cooperating in providing consultation services.</p>	Japan	https://www.group.dentsu.com/en/about-us/governance/codeofconduct.html

No.	Category	Detail	Data	Coverage	Web
126	Grievance/ Remedy	Grievance/ Remedy	<p>We encourage all employees and external stakeholders to raise any human rights inquiries, grievances, or concerns.</p> <p>We provide a variety of channels for employees to raise concerns and grievances, including our Speak Up @dentsu portal, which is externally operated, free, anonymous, confidential, and available in all appropriate languages.</p> <p>Our Supplier Code of Conduct requires suppliers to report any actual or potential concerns or suspicions of wrongdoing related to their engagement or relationship with dentsu, including any breaches of the Supplier Code of Conduct, using the Speak Up @dentsu portal.</p> <p>We undertake thorough investigations into concerns raised, and where they are substantiated, we take appropriate remedial and corrective actions.</p> <p>We have a zero-tolerance policy against any form of retaliation against individuals who speak up in good faith.</p>	dentsu	<p>https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf</p> <p>http://www.group.dentsu.com/en/about-us/governance/human-rights.html</p>
127	Incidents	Disclosure of incidents of human rights violations	<p>We have also established the Group Code of Conduct, which calls for mutual respect and the practice of responsible and honest behavior, and we use this as a guideline for our actions toward all stakeholders. Incidents of sexual abuse in the Japanese media and entertainment industry continue to be a prominent social issue, and we recognizes this as a serious human rights issue that conflicts with our Human Rights Policy and international human rights norms.</p>	dentsu	<p>http://www.group.dentsu.com/en/about-us/governance/human-rights.html</p>
128	Training	Training	<p>All dentsu employees are required to undertake training on the Dentsu Group Code of Conduct.</p> <p>In Japan, a specialized department (Human Rights Enlightenment Department, Compliance Office, Dentsu Corporate One Inc.) provides training to raise awareness of human rights impacts and risks, enabling employees to promptly apply this knowledge in their work. This training is provided to new employees upon joining and is also mandatory for all employees to complete annually.</p> <p>The Human Rights Department, alongside human rights representatives from each company, also provides consultation services to support human rights education and initiatives as required.</p>	dentsu	<p>https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf</p> <p>http://www.group.dentsu.com/en/about-us/governance/human-rights.html</p>

No.	Category	Detail	Data						Coverage	Web
129	Disclosure	Modern slavery obligations	Dentsu UK Limited, Merkle Marketing Limited, and their associated UK-based subsidiaries and brands issue a Modern Slavery Statement annually in accordance with section 54(1) of the UK Modern Slavery Act. Dentsu International Australia Pty Ltd issues a Modern Slavery Statement annually in accordance with the Australian Modern Slavery Act 2018.						dentsu UK	https://www.dentsu.com/uk/en/policies/modern-slavery-statement
				FY2020	FY2021	FY2022	FY2023	FY2024		
130	Internal reporting	Number of "Compliance Line" reports	DGI+Japan	10	6	12	32	28	Dentsu Group Inc.+Japan	
131	Internal reporting	Number of "Speak Up" incidents reports	DGI+Japan	NA	NA	NA	NA	47	Dentsu Group Inc.+Japan	
132	Internal reporting	Number of "Speak Up" incidents reports	Outside of Japan	43	38	100	218	267	Outside of Japan	
				FY2020	FY2021	FY2022	FY2023	FY2024		
133	Data	Percentage of employees covered by trade union membership / collective agreements		97.3%	97.0%	100.0%	100.0%	100.0%	Dentsu Group Inc	

No.	Category	Detail	Data	Coverage	Web
134	Initiatives	Initiatives for human rights awareness	<p>The Human Rights Art Project has transformed dentsu Japan's ongoing human rights poster production into an activity open to society. It is a collaborative poster production project in which art university students create visual designs to accompany human rights slogans.</p> <p>Started in FY2007, we currently collaborate with Joshibi University of Art and Design, Osaka University of Arts, and Kyoto University of the Arts. Students work with our creators from the initial idea stage to produce the posters. In FY2021, 24 students participated, and the total number of participants to date is approximately 1,100. Due to the impact of COVID-19, remote classes were also introduced for the first time.</p> <p>We are engaged in this activity to use the communication skills we have honed in our advertising work for the cause of human rights awareness.</p>	Japan	<p>https://www.dentsu.co.jp/en/sustainability/humanrights/</p> <p>https://www.iinkenart.jp/ (only in Japanese)</p>

No.	Category	Detail	Data	Coverage	Web
135	Governance	Governance	In Japan, the specialist department for human rights (Human Rights Department, Compliance Office, Dentsu Corporate One Inc.) and the specialist department that consults on expressions in creative works (Consulting Department for Expressions in Advertisement, Creative & Knowledge Center, DENTSU INC.) provide consultancy services on responsible media topics as required.	Japan	
136	Policy	Policy	<p>The Dentsu Group Code of Conduct and the Dentsu Group Human Rights Policy set out our commitment to protecting the interests of all our stakeholders (including clients, other business partners, shareholders, society, and the environment) and upholding ethical standards to contribute to a safer and more inclusive online environment.</p> <p>In Japan, we issue the "Sustainability Communication Guide."</p>	dentsu	https://www.group.dentsu.com/jp/news/release/001079.html
137	Industry initiative		<p>Dentsu plays a leading role in various responsible media industry initiatives:</p> <p>The Japan Advertising Agencies Association (JAAA) and Japan Joint Industry Committee for Digital Advertising Quality & Qualify (JICDAQ)</p> <p>Dentsu Japan has demonstrated leadership in the formulation and application of the Code of Ethics, the Creative Code, and the Guidelines for the Conduct of Advertisers, as well as in the training and awareness-raising activities of the DE&I Committee and the CSR Committee.</p> <p>As a leading member of JAAA, dentsu Japan actively participates in JICDAQ, which was established to ensure the distribution of sound digital advertising, and actively contributes to the formulation of standards and the management of activities. Based on the certification criteria for third-party verification set by JICDAQ, the Group has been certified as a Group Quality Certified Business Operator for Group operators in the two business areas of "brand safety" and "invalid traffic countermeasures" within the business domains of advertising companies (ad buyers) and media companies (ad sellers).</p> <p>The Japan Advertising Review Organization (JARO)</p> <p>Dentsu Japan operates in collaboration not only with the advertising industry, but also with media companies and advertisers. We provide guidance, consultation, examination, and standards for advertising displays, and also work with Japan's consumer organizations and related government agencies.</p>	Japan	<p>-JAAA https://www.jaaa.ne.jp/</p> <p>-JARO https://www.jaro.or.jp/</p>

Brand Value ブランド価値の向上

No.	Category	Detail	Data	Coverage	Web
138	Responsible marketing and branding		In addition to the activities of dentsu as a whole, dentsu Japan fulfills its responsibility to society through leadership in industry association initiatives. *Main industry associations: Japan Advertising Agencies Association (JAAA), Advertising Council Japan (AC Japan), Japan Advertising Review Organization (JARO)	Japan	



External Evaluation

外部評価

Certifications 認証・認定

No.	Title	Detail	Data Acquired	Host	Coverage	Note	Web
1	ISO 14001	ISO 14001: 2004 certification	2005/5	International Organization for Standardization (ISO)	DENTSU INC. & Group companies	On June 5, 2006, DENTSU INC. underwent an expanded audit that included 49 Group companies in Japan, and obtained ISO 14001 integrated certification in one lump sum.	https://www.dentsu.co.jp/en/sustainability/environmentprotection/
2	ISO 14001	ISO 14001:2015 certification	2015/9	International Organization for Standardization (ISO)	Dentsu Group Inc., DENTSU INC., DENTSU CORPORATE ONE INC., Dentsu East Japan Inc., Dentsu Hokkaido Inc., Dentsu Ad-Gear Inc., Dentsu Live Inc., DENTSU PROMOTION PLUS INC., PR Consulting Dentsu Inc., DENTSU SOKEN INC., SPORTS Edge Inc., CARTA HOLDINGS, INC, DENTSU PROMOTION EXE INC., Dentsu Event Operations Inc., DENTSU SOKEN IT INC., Estech Corp., DENTSU SOKEN SECURE SOLUTIONS INC.	Currently, 17 Group companies maintain ISO 14001:2015.	https://www.group.dentsu.com/en/about-us/governance/iso14001.html
3	ISO 27001	ISO27001:2013 certification	2007/5-	International Organization for Standardization (ISO)	48 companies in dentsu Japan		
4	ISO 27001	ISO/IEC 27001:2013 certification		International Organization for Standardization (ISO)	Global Operations delivered from key sites(Outside of Japan)		

No.	Title	Detail	Data Acquired	Host	Coverage	Note	Web
5	ISO 27001	ISO/IEC 27001:2013 / JIS Q 27001:2014 certification	2020/1 -				https://www.d-runway.co.jp/news/20200104-195/
6	ESG	International Guidelines for Human Capital Disclosure	2024/9/30	International Organization for Standardization(ISO)	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/release/2024/0930.html (Japanese Only)
7	JICDAQ Certification	Dentsu Inc. has obtained 'JICDAQ Certification' in the two fields of 'Brand Safety' and 'Invalid Traffic Countermeasures' in the business area of advertising companies (advertisers)	2025/5/1	JICDAQ	DENTSU INC. & Group companies		https://www.jicdaq.or.jp/wp-content/uploads/%E6%9C%88%E6%AC%A1%E7%99%BB%E9%8C%B2%E8%AA%8D%E8%A8%BC%E5%8B%95%E5%90%9120250501%E7%8F%BE%E5%9C%A8.pdf (Japanese Only)
8	2021 KENKO Investment for Health	White 500	2021/3/8	Ministry of Economy, Trade and Industry/Japan Health Council	CARTA COMMUNICATIONS Inc.		https://www.cci.co.jp/news/2021_03_08/1-131/ (Japanese Only)
9	2022 KENKO Investment for Health	Outstanding Organizations of KENKO Investment for Health (Enterprise Category)	2022/3/11	Ministry of Economy, Trade and Industry/Japan Health Council	Dentsu Creative X Inc. (now Dentsu Creative Pictures Inc.)	Awarded for three consecutive years from 2020 to 2022.	https://www.dentsu-crx.co.jp/news/533/ (Japanese Only)
10	2024KENKO Investment for Health	2024 Outstanding Organizations of KENKO Investment for Health (Small and Medium-Sized Enterprise Category)	2024/3/11	Ministry of Economy, Trade and Industry/Japan Health Council	Ignition Point Inc.		https://prtimes.jp/main/html/rd/p/00000114.000012744.html (Japanese Only)
11	2025KENKO Investment for Health	2025 Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category)	2025/3/11	Ministry of Economy, Trade and Industry/Japan Health Council	Dentsu Meitetsu Communications Inc.	Awarded for four consecutive years	https://www.dm-c.co.jp/topics/entry-189.html (Japanese Only)

Certifications 認証・認定

No.	Title	Detail	Data Acquired	Host	Coverage	Note	Web
12	Eruboshi Certification	Platinum Eruboshi Certification (The highest level of recognition, granted to companies with exceptionally excellent initiatives among those that have already achieved the standard Eruboshi certification for promoting women's empowerment.)	2024/9/20	Ministry of Health, Labour and Welfare	Dentsu Creative Force Inc.		https://www.dcf-d.co.jp/sustainability (Japanese Only)
13	Eruboshi Certification	3-star Eruboshi Certification	2025/2/17	Ministry of Health, Labour and Welfare	DENTSU INC.		https://www.dentsu.co.jp/news/release/2025/0217-010834.html (Japanese Only)
14	Eruboshi Certification	3-star Eruboshi Certification	2022/6/20	Ministry of Health, Labour and Welfare	Dentsu Digital Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2022-0620-000031 (Japanese Only)
15	Eruboshi Certification	3-star Eruboshi Certification	2021/9/8	Ministry of Health, Labour and Welfare	The Goal Inc.		https://thegoalinc.co.jp/news/news-1856/ (Japanese Only)
16	Eruboshi Certification	3-star Eruboshi Certification	2023/2/27	Ministry of Health, Labour and Welfare	Dentsu Casting and Entertainment Inc.		https://www.dentsucasting.co.jp/news/news20230330.html (Japanese Only)
17	Eruboshi Certification	3-star Eruboshi Certification	2023/7/13	Ministry of Health, Labour and Welfare	PR Consulting Dentsu Inc.		https://www.dentsuprc.co.jp/releases/topics/news_releases/20230713.html (Japanese Only)
18	Eruboshi Certification	3-star Eruboshi Certification	2023/4/19	Ministry of Health, Labour and Welfare	Dentsu Kyushu Inc.		https://www.dentsu-kyu.co.jp/news/archives/68 (Japanese Only)
19	Eruboshi Certification	3-star Eruboshi Certification	2023/10/10	Ministry of Health, Labour and Welfare	Dentsu East Japan Inc.		https://ssl.dentsu-east.co.jp/topics/ (Japanese Only)

No.	Title	Detail	Data Acquired	Host	Coverage	Note	Web
20	Eruboshi Certification	3-star Eruboshi Certification	2024/4/12	Ministry of Health, Labour and Welfare	Dentsu ScienceJam Inc.		https://www.dentsusciencejam.com/news/yD9OLc_7 (Japanese Only)
21	Eruboshi Certification	3-star Eruboshi Certification	2024/7/14	Ministry of Health, Labour and Welfare	CARTA HOLDINGS, INC		https://cartaholdings.co.jp/news/20230714_1/ (Japanese Only)
22	Eruboshi Certification	3-star Eruboshi Certification	2023/8/15	Ministry of Health, Labour and Welfare	Dentsu Ad-Gear Inc.		http://www.dentsu-adgear.co.jp/news/792-2 (Japanese Only)
23	Eruboshi Certification	3-star (Highest) Eruboshi certification	2024/4/25	Ministry of Health, Labour and Welfare	Dentsu Japan International Brands Inc.		https://www.iprospect.com/insights/iprospect-japan-named-3-star-for-eruboshi-certification/
24	Eruboshi Certification	3-star Eruboshi Certification	2024/6/19	Ministry of Health, Labour and Welfare	Dentsu Hokkaido Inc.		https://www.dentsu-hokkaido.jp/uploads/2024/06/news240619.pdf (Japanese Only)
25	Eruboshi Certification	3-star Eruboshi Certification	2025/2/20	Ministry of Health, Labour and Welfare	DENTSU CORPORATE ONE INC.		https://www.dc1.dentsu.co.jp/ip/news/2025001-0220 (Japanese Only)
26	Eruboshi Certification	3-star Eruboshi Certification	2025/1/31	Ministry of Health, Labour and Welfare	Dentsu Operation Partners Inc.		https://dentsu-op.co.jp/pdf/DOP_2025_001_0221.pdf (Japanese Only)
27	Eruboshi Certification	3-star Eruboshi Certification	2025/3/3	Ministry of Health, Labour and Welfare	Dentsu I&C Partners Inc.		https://www.iandc.jp/news250303/ (Japanese Only)
28	Eruboshi Certification	3-star Eruboshi Certification	2024/10/3	Ministry of Health, Labour and Welfare	DENTSU MEITETSU COMMUNICATIONS		https://www.dm-c.co.jp/topics/entry-178.html (Japanese Only)
29	Eruboshi Certification	3-star Eruboshi Certification	2025/3/17	Ministry of Health, Labour and Welfare	Dentsu Anime Solutions Inc.		https://www.dentsu-anime.co.jp/common/files/eruboshi.pdf (Japanese Only)
30	Eruboshi Certification	3-star Eruboshi Certification	2025/6/23	Ministry of Health, Labour and Welfare	☒DENTSU LIVE INC.		https://www.dentsulive.co.jp/ss/2025/06/20250623.pdf (Japanese only)

Certifications 認証・認定

No.	Title	Detail	Data Acquired	Host	Coverage	Note	Web
31	Eruboshi Certification	2-star Eruboshi certification	2018/6/13	Ministry of Health, Labour and Welfare	DENTSU SOKEN SECURE SOLUTIONS INC.		https://www.ss.dentsusoken.com/news/20180613/ (Japanese Only)
32	Eruboshi Certification	2-star Eruboshi certification	2023/11/9	Ministry of Health, Labour and Welfare	Ignition Point Inc.		https://www.ignitionpoint-inc.com/newsroom/date/20231109_PressRelease_eruboshi.pdf (Japanese Only)
33	Eruboshi Certification	2-star Eruboshi certification	2021/8/17	Ministry of Health, Labour and Welfare	DENTSU SOKEN INC.		https://www.dentsusoken.com/sustainability/social/diversity.html (Japanese Only)
34	Eruboshi Certification	Platinum Kurumin	2016/3/23	Ministry of Health, Labour and Welfare	DENTSU SOKEN INC.		https://www.dentsusoken.com/sites/dentsusoken_default/files/2023-02/ISID_20160331_kurumin.pdf (Japanese Only)
35	Kurumin Certification	Platinum Kurumin	2023/11/20	Ministry of Health, Labour and Welfare	Dentsu Creative Force Inc.		https://www.dcf-d.co.jp/sustainability (Japanese Only)
36	Kurumin Certification	Kurumin Certification (A certification for companies recognized as actively supporting employees with children)	2017/11/14	Ministry of Health, Labour and Welfare	DENTSU SOKEN IT INC.		https://www.it.dentsusoken.com/recruit/field/environment.html (Japanese Only)
37	Kurumin Certification	Kurumin Certification	2023/12/19	Ministry of Health, Labour and Welfare	Dentsu Digital Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2023-1219-000128 (Japanese Only)
38	Kurumin Certification	Kurumin Certification	2024/3/12	Ministry of Health, Labour and Welfare	The Goal Inc.		https://thegoalinc.co.jp/news/news-1848/ (Japanese Only)
39	Kurumin Certification	Kurumin Certification	2025/3/31	Ministry of Health, Labour and Welfare	PR Consulting Dentsu Inc.		https://www.dentsuprc.co.jp/releases/topics/news_releases/20250331.html (Japanese Only)
40	Kurumin Certification	Kurumin Certification	2019/3/12	Ministry of Health, Labour and Welfare	DENTSU SOKEN SECURE SOLUTIONS INC.		https://www.ss.dentsusoken.com/graduates/environment/welfare.html (Japanese Only)

No.	Title	Detail	Data Acquired	Host	Coverage	Note	Web
41	PRIDE Index	Gold (Highest Rating)	2024/11/19	work with Pride	Dentsu Group Inc.	Awarded Gold for three consecutive years	https://www.group.dentsu.com/jp/news/release/001363.html (Japanese Only)
42	PRIDE Index	Gold (Highest Rating)	2024/11/15	work with Pride	Dentsu Digital Inc.	Awarded for three consecutive years	https://www.dentsudigital.co.jp/news/release/prizes/2024-1115-000183 (Japanese Only)
43	PRIDE Index	Gold (Highest Rating)	2024/11/14	work with Pride	CARTA HOLDINGS, INC.	Awarded for two consecutive years	https://cartaholdings.co.jp/en/sustainability/diversity/
44	PRIDE Index	Gold (Highest Rating)	2024/11/14	work with Pride	SEPTENI HOLDINGS CO.,LTD.	Awarded for seven consecutive years	https://www.septeni-holdings.co.jp/news/update/202411013866.html (Japanese Only)
45	PRIDE Index	Gold (Highest Rating)	2024/11/14	work with Pride	PR Consulting Dentsu Inc.	Awarded for two consecutive years	https://www.dentsuprc.com/news-releases/20241114.html
46	PRIDE Index	Gold (Highest Rating)	2024/11/19	work with Pride	PR Consulting Dentsu Inc.	The first time awarded	https://www.dc1.dentsu.co.jp/ip/news/2024002-1119 (Japanese Only)
47	PRIDE Index	Gold (Highest Rating)	2024/11/19	work with Pride	DENTSU INC.	Awarded for the sixth time in three consecutive years	https://www.dentsu.co.jp/news/release/2024/1119-010802.html (Japanese Only)
48	PRIDE Index	Gold (Highest Rating)	2024/11/19	work with Pride	DENTSU CREATIVE FORCE INC.		https://www.dcf-d.co.jp/important/XrVas_Ua (Japanese Only)
49	PRIDE Index	Silver	2024/11/14	work with Pride	Dentsu Hokkaido Inc.	Awarded for three consecutive years	https://www.dentsu-hokkaido.jp/topics/awards241114.php (Japanese Only)
50	PRIDE Index	Silver	2024/11/14	work with Pride	Dentsu East Japan Inc.		https://ssl.dentsu-east.co.jp/topics/ (Japanese Only)
51	Net-zero climate targets validated by the SBTi	Near- and long-term net-zero targets validated by SBTi	2024/10	Science Based Targets initiative	Dentsu Group Inc.	The press release was issued in November 2024.	https://www.group.dentsu.com/en/news/release/001350.html

No.	Title	Detail	Data Acquired	Host	Coverage	Note	Web
52	ISO 30414	Prime rating certification in ESG Corporate Ratings	2024/9/30	International Organization for Standardization(ISO)	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2024/0725.html (Japanese Only)
53	Google Cloud Partner Advantage Program	Certified as a Premier Partner	2024/9/25	Google	IGNITION POINT Inc.		https://www.ignitionpoint-inc.com/newsroom/date/20240925_PressRelease_GCP.pdf (Japanese Only)
54	Google Partners Program	2025 Google Premier Partner	2025/3/6	Google	CARTA COMMUNICATIONS		https://www.cci.co.jp/news/20854/ (Japanese Only)
55	Indeed Certified Partner	Platinum Partner	2025/2/27	Criteo S.A.	SEPTENI HOLDINGS CO., LTD.		https://www.septeni-holdings.co.jp/news/release/2025/04013966.html (Japanese Only)
56	Certified Company Program	Certified Creative Strategy Company	2024/12/2	Meta	SEPTENI HOLDINGS CO., LTD.		https://www.septeni-holdings.co.jp/news/release/2024/12013874.html (Japanese Only)
57	Certified Company Program	Certified Marketing Science Company	2024/8/7	Meta	SEPTENI HOLDINGS CO., LTD.		https://www.septeni-holdings.co.jp/news/release/2024/08013815.html (Japanese Only)
58	Microsoft Advertising Partner Award	Marketing with Purpose Award	2025/3/17	Microsoft Japan	Dentsu Digital Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2025-0317-000208 (Japanese Only)
59	Microsoft Advertising Partner Award	Marketing with Purpose Award	2025/3/17	Microsoft Japan	SEPTENI HOLDINGS CO., LTD.		https://www.iandc.jp/news2025/ (Japanese Only)
60	Microsoft Advertising Partner Award	Marketing with Purpose Award	2025/3/17	Microsoft Japan	SEPTENI HOLDINGS CO., LTD.		https://www.septeni-holdings.co.jp/news/release/2025/03013945.html (Japanese Only)
61	SAP on Azure Specialization	SAP on Azure Specialization	2024/7/30	Microsoft Japan	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2024/0730.html (Japanese Only)

No.	Title	Detail	Data Acquired	Host	Coverage	Note	Web
62	Microsoft Advertising Partner Awards	Generative AI Innovation award	2024/11/29	Microsoft	Carat		https://www.carat.com/thoughts-and-views/dentsu-wins-microsoft-advertising-generative-ai-innovation-partner-award
63	Microsoft Advertising Partner Awards	Generative AI Innovation award	2024/11/29	Microsoft	dentsu X		https://www.dgxglobal.com/insights/dentsu-wins-microsoft-advertising-generative-ai-innovation-partner-award/
64	Microsoft Advertising Partner Awards	Generative AI Innovation award	2024/11/29	Microsoft	iProspect Japan		https://www.iprospect.com/insights/dentsu-wins-microsoft-advertising-generative-ai-innovation-partner-award/
65	X Advertising Certified Partner Program	Gold Partner	2025/2/19	X Corp. Japan	DENTSU INC.		https://www.dentsu.co.jp/news/release/2025/0219-010849.html (Japanese Only)
66	OutSystems Channel Partner Program	Premium Partner	2025/1/17	OutSystems Japan	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2025/0117.html (Japanese Only)
67	Company Promoting Women's Empowerment	Company Promoting Women's Empowerment	2025/2/7	Nagoya City	DENTSU MEITESU COMMUNICATIONS		https://www.dm-c.co.jp/topics/entry-188.html (Japanese Only)
68	Work Style Reform Promotion Company in Hokkaido	Silver certification	2024/9/2	Hokkaido	Dentsu Hokkaido Inc.		https://www.dentsu-hokkaido.jp/topics/news240902.php (Japanese Only)
69	LINE Yahoo! Partner Program	Highest rank of 'Premier' Sales Partner for the second half of fiscal 2024	2024/11/6	Line Yahoo	SEPTENI HOLDINGS CO., LTD.		https://www.septeni-holdings.co.jp/news/release/2024/11013847.html (Japanese Only)
70	LINE Yahoo! Partner Program	Certified as a 'Premier' Sales Partner for the first half of the fiscal year and awarded the 'Ads Operation Badge'	2025/5/8	Line Yahoo	Dentsu Digital Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2024-0522-000153 (Japanese Only)

Certifications 認証・認定

No.	Title	Detail	Data Acquired	Host	Coverage	Note	Web
71	LINE Yahoo! Partner Program	Certified as a 'Premier' Sales Partner for the second half of FY2024 / Awarded the 'Ads Operation Badge'	2024/11/6	Line Yahoo	Dentsu Digital Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2024-1106-000181 (Japanese Only)
72	LINE Yahoo! Partner Program	CX Partner for FY2024	2024/6/21	Line Yahoo	Dentsu Digital Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2024-0621-000166 (Japanese Only)
73	LINE Yahoo! Partner Program	Continued certification as a 'Technology Partner' in the 'Communication Division' for FY2025	2025/5/8	Line Yahoo	DENTSU PROMOTION PLUS INC.		https://www.dentsu-pmp.co.jp/news/20250508 (Japanese Only)
74	LINE Yahoo! Partner Program	Technology Partner in the 'LINE Mini App Division' for FY2024	2024/9/13	Line Yahoo	DENTSU PROMOTION PLUS INC.		https://www.dentsu-pmp.co.jp/news/20240913 (Japanese Only)
75	LINE Yahoo! Partner Program	CX Partner for FY2024	2024/6/24	Line Yahoo	DENTSU PROMOTION PLUS INC.		https://www.dentsu-pmp.co.jp/news/20240624 (Japanese Only)
76	LINE Yahoo! Partner Program	Continued certification as a 'Technology Partner' in the 'Communication Division' for FY2024	2024/5/22	Line Yahoo	DENTSU PROMOTION PLUS INC.		https://www.dentsu-pmp.co.jp/news/20240522 (Japanese Only)
77	Govtech Partner Program	Partner Company	2024/9/25	Line Yahoo	DENTSU PROMOTION PLUS INC.		https://www.dentsu-pmp.co.jp/news/20240925 (Japanese Only)
78	LY Corporation Partner Program	Premier Sales Partner	2024/7/12	Line Yahoo	iProspect Japan		https://www.iprospect.com/insights/i-prospect-japan-named-h1-2024-ly-premier-sales-partner/
79	Obtained AWS Smart City Competency certification	AWS Smart City Competency	2024/11/27	Amazon Web Services	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2024/1216.html (Japanese Only)

Certifications 認証・認定

No.	Title	Detail	Data Acquired	Host	Coverage	Note	Web
80	Shopify Plus Partner Program	Certified as a Shopify Plus Partner	2022/11/29	Shopify Japan	DENTSU PROMOTION PLUS INC.		https://www.dentsu-pmp.co.jp/news/20221129 (Japanese Only)

Awards & Ratings アワード・ランキング

No.	Title	Detail	Date Awarded	Host	Coverage	Note	Web
1	GX500	BB (141st place)	2023	Nikkei Inc.	Dentsu Group Inc.		
2	GX500	A (53st place)	2024	Nikkei Inc.	Dentsu Group Inc.		
3	Asia-Pacific Climate Leaders 2024	50th	2024	The Financial Times	Dentsu Group Inc.		https://www.ft.com/climate-leaders-asia-pacific-2024
4	Asia-Pacific Climate Leaders 2024	45th	2025	The Financial Times	Dentsu Group Inc.		https://www.ft.com/climate-leaders-asia-pacific-2024
5	TIME World's Most Sustainable Companies 2025	17th place	2025	TIME, Statista	Dentsu Group Inc.		https://time.com/collection/worlds-most-sustainable-companies-2025/
6	Nikkei SDGs Management Survey	4 stars	2024/11/29	Nikkei Inc.	Dentsu Group Inc.		https://www.group.dentsu.com/jp/news/release/001373.html (Japanese Only)
7	SURVEY NIKKEI Smart Work	4.5 stars	2022/11/9	Nikkei Inc.	Dentsu Group Inc.	4.5 scored for three consecutive years	https://www.group.dentsu.com/jp/news/release/001365.html (Japanese Only)
8	SURVEY NIKKEI Smart Work	4 stars	2024/11/29	Nikkei Inc.	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2024/1125.html (Japanese Only)
9	Toyo Keizai CSR Survey 2025	137th place out of 1,715 companies	2024	TOYO KEIZAI INC.	Dentsu Group Inc.		
10	Workplace Wellbeing Awards	Silver	2022/6/23	Mind	Dentsu International Inc.		
11	The Top 30 Employers in 2023	Places 11-30	2023/9/20	Working Families	dentsu UK&I Inc.		https://workingfamilies.org.uk/employers/benchmark/the-top-30-employers-in-2023/

Awards & Ratings アワード・ランキング

No.	Title	Detail	Date Awarded	Host	Coverage	Note	Web
12	The Top 30 Employers in 2024	Places 11-30	2024/9/25	Working Families	dentsu UK&I Inc.	Awarded every year since 2019.	https://workingfamilies.org.uk/news-events/news/top-employers-for-working-families-2024-announced/
13	Career Ownership Management Award 2023	Excellence Award/Jury's Encouragement Award	2023/5/8	PERSOL CAREER CO., LTD.	Dentsu Digital Inc.	The Jury's Encouragement Award was awarded to two companies selected from among the 14 companies that received the Excellence Award.	https://www.dentsudigital.co.jp/news/release/prizes/2023-0414-000086 (Japanese Only)
14	Career Ownership Management Award 2024	Excellence Award	2024/4/11	PERSOL CAREER CO., LTD.	CARTA HOLDINGS, INC.		https://www.persol-career.co.jp/index.php/newsroom/news/corporate/2024/20240411_1432/ (Japanese Only)
15	Company Most Recommended by Young Employees Hired as New Graduates	1st place	2024/8/20	OpenWork Institute for Work Fulfillment	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/release/2024/1001.html (Japanese Only)
16	Best Companies to Work For ranking 2025	1st place	2025/1/28	Openwork	DENTSU INC.		https://www.openwork.jp/award/ (Japanese Only)
17	Best Companies to Work For ranking 2025	4th place	2025/1/28	Openwork	DENTSU SOKEN INC.		
18	"Best Companies to Work For" ranking	Medium size category (100-999 persons) 36th	2024/2/8	Great Place to Work Institute Japan	IGNITION POINT Inc.		https://hatarakigai.info/ranking/japan/2024.html (Japanese Only)
19	"Best Companies to Work For" ranking	Medium size category (100-999 persons) 36th	2025/2/12	Great Place to Work Institute Japan	IGNITION POINT Inc.		https://www.ignitionpoint-inc.com/newsroom/date/20250212_PressRelease.pdf
20	Best Companies to Work For ranking 2025	4th place	2025/1/28	Great Place To Work® Institute Japan	DENTSU SOKEN INC.	Three consecutive years	https://www.dentsusoken.com/news/release/2024/1003.html (Japanese Only)

Awards & Ratings アワード・ランキング

No.	Title	Detail	Date Awarded	Host	Coverage	Note	Web
21	Mynavi Job Change BEST VALUE AWARD	Excellent Company for Career Support Award	2025/1/22	Mynavi Job Change	Dentsu Digital Inc.		https://www.dentsudigital.co.jp/news/updates/prize/2025-0122-000122 (Japanese Only)
22	D&I AWARD 2024	"Best Workplace" certification (also in 2023, and 2024)	2024/12/18	JobRainbow Co.,Ltd.	CARTA HOLDINGS, INC.	Awarded for two consecutive years	https://cartaholdings.co.jp/news/20241218_1/ (Japanese Only)
23	Holding Company Agency of the Year, 2021	Winner	2022/4/25	The 4A's Foundation	Dentsu Group Inc.		https://foundation.aaaaa.org/agency-of-the-year.html
24	HR Technology Award	Excellence Award (HR Systems category)	2022/8/8	HR Research Institute	SEPTENI HOLDINGS CO., LTD.		https://hr-souken.jp/hrtech_award2022/ (Japanese Only)
25	HR Technology Award	Excellence Award (Learning category)	2022/8/8	HR Research Institute	DENTSU CORPORATE ONE INC.		https://hr-souken.jp/hrtech_award2022/ (Japanese Only)
26	HR Technology Award	Excellence Award (HR Management category)	2024/10/3	HR Research Institute	SEPTENI HOLDINGS CO., LTD.		https://www.hrpro.co.jp/award/technology/2024 (Japanese Only)
27	Global Good Awards 2022	Global Good Company of the Year Joint Bronze	2022/10/24	Global Good Communications Limited	Dentsu International Inc.		https://globalgoodawards.co.uk/2022-global-good-award-winners/
28	76th Emmy Awards®	Casting Award	2024/9/8	NATAS IATAS	Dentsu Casting and Entertainment Inc./Ms.Kawamura		https://disneyplus.disney.co.jp/news/2024/0917_shogun_emmy
29	Partner Award 2024	Partner of the Year	2025/3/4	Panaya Japan	DENTSU SOKEN INC.	Two consecutive years	https://www.dentsusoken.com/news/topics/2025/0325_2.html (Japanese Only)
30	2023 All Listed Companies Website Quality Ranking	Best Website in Overall Category	2024/1/18	Nikko IR	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2024/0118.html (Japanese Only)

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No.	Title	Detail	Date Awarded	Host	Coverage	Note	Web
31	Daiwa Internet IR Award 2024	Excellence Award	2025/1/1	Daiwa Investor Relations	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2025/0127.html (Japanese Only)
32	2024 All Listed Companies Website Quality Ranking	Best Website	2025/1/1	Nikko IR	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2025/0127.html (Japanese Only)
33	Wolters Kluwer CCH® Tagetik	Partner of the Year 2024	2024/11/14	Wolters Kluwer	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2024/1115.html (Japanese Only)
34	Wolters Kluwer CCH® Tagetik	Top Performing Reseller	2024/6/28	Wolters Kluwer	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2024/0628.html (Japanese Only)
35	Partner of the Year	Awarded	2024/4/19	UiPath	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2024/0419.html (Japanese Only)
36	Salesforce Japan Partner Award 2024	Awarded	2024/4/12	Salesforce Japan	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2024/0412.html (Japanese Only)
37	Partner of the Year 2023	Awarded	2024/3/14	Panaya Japan	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2024/0314.html (Japanese Only)
38	Partner of the Year 2023	Awarded	2024/1/24	KnowBe4, Inc.	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2024/0228.html (Japanese Only)

Awards & Ratings アワード・ランキング

No.	Title	Detail	Date Awarded	Host	Coverage	Note	Web
39	『Well-Being Workers Awards 2023』	Excellence Award in Continuous Improvement Division	2023/2/21	lafool Inc.	IGNITION POINT Inc.		https://prtimes.jp/main/html/rd/p/00000084.000012744.html (Japanese Only)
40	TikTok for Business Japan Awards 2024	“Gold Award” and “Quest Special Award” (Agency Category)	2024/4/22	TikTok for Business	Dentsu Digital Inc., CARTA COMMUNICATIONS Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2024-0422-000150 (Japanese Only)
41	TikTok for Business Japan Agency Awards 2025	Best Branding Award and "Growth Champion Award" in the "Growth Sales" category; "Creative & Solutions Award" in the "Creative & Solutions" category; and "Best Planning Award" in the "Strategic Sales & Solutions" category as the cross-company unit "TikTok Solution Lab" with DENTSU INC.	2025/4/24	TikTok for Business	Dentsu Digital Inc.	Released on May 7.	https://prtimes.jp/main/html/rd/p/00000187.000046801.html (Japanese Only)
42	IAS AWARD 2024	Gold (Agency of the Year)	2025/4/22	Integral Ad Science Japan	Dentsu Digital Inc.	Awarded for three consecutive years.	https://www.dentsudigital.co.jp/news/release/prizes/2025-0422-000217 (Japanese Only)
43	Microsoft Advertising Partner Award	Marketing with Purpose Award	2022/2/10	Microsoft	Dentsu International Ltd.		https://about.ads.microsoft.com/en-us/blog/post/february-2022/microsoft-advertising-partner-awards-america-winners
44	Microsoft Advertising Partner Award	Marketing with Purpose Award	2025/3/17	Microsoft	CARTA COMMUNICATIONS Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2025-0317-000208 (Japanese Only)
45	Microsoft Advertising Partner Award	Marketing with Purpose Award	2025/3/17	Microsoft	SEPTENI HOLDINGS CO., LTD.		https://www.septeni-holdings.co.jp/news/release/2025/03013945.html (JapaneseOnly)

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No.	Title	Detail	Date Awarded	Host	Coverage	Note	Web
46	Microsoft Advertising Partner Award	Marketing with Purpose Award	2025/3/17	Microsoft	DENTSU DIRECT INC.		https://www.ddir.co.jp/news/20250318/(Japanese Only)
47	Microsoft Advertising Partner Award	Marketing with Purpose Award	2025/3/17	Microsoft	DENTSU ELFTO ARCHITECT INC.		https://www.dentsudigital.co.jp/news/release/prizes/2025-0317-000208(Japanese Only)
48	Microsoft Advertising Partner Award	Marketing with Purpose Award	2025/3/17	Microsoft	Dentsu Japan International Brands Inc.		https://storage.googleapis.com/studio-design-asset-files/projects/BVqXy56PaR/s-1x1_576c71a1-76d4-4123-af4d-
49	Microsoft Advertising Partner Award	Marketing with Purpose Award	2025/3/17	Microsoft	Dentsu Kyushu Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2025-0317-000208(Japanese Only)
50	Microsoft Advertising Partner Award	Marketing with Purpose Award	2025/3/17	Microsoft	Dentsu I&C Partners Inc.		https://www.iandc.jp/news2025/(Japanese Only)
51	Microsoft Advertising Agency Award 2024	Silver (Agency of the Year) / Netflix Award	2024/6/20	Microsoft Japan	Dentsu Digital Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2024-0620-000164(Japanese Only)
52	Microsoft Top Partner Engineer Award	Awarded	2024/7/31	Microsoft Japan Co., Ltd.	DENTSU SOKEN INC.		https://www.dentsusoken.com/news/topics/2024/0731.html (Japanese Only)
53	Criteo Certified Partner	Certified as Platinum / Awarded Partner of the Year (Growth)	2025/2/27	Criteo S.A.	SEPTENI HOLDINGS CO., LTD.		https://www.septeni-holdings.co.jp/news/release/2025/02013935.html (Japanese Only)
54	Braze Torchie Awards 2025	Academy Growth of the Year	2025/3/7	Braze	Dentsu Digital Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2025-0307-000204(Japanese Only)
55	Google Partners Program	2025 Google Premier Partner	2025/3/6	Google	CARTA COMMUNICATIONS Inc.		https://www.cci.co.jp/en/news/20891/
56	PinPro Award 2024	Platinum (Agency Top Sales Category)	2025/2/13	Pinterest Japan G.K.	Dentsu Digital Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2025-0213-000199(Japanese Only)

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No.	Title	Detail	Date Awarded	Host	Coverage	Note	Web
57	Japan/Korea Agency of the Year Awards	Silver (Japan Digital Innovation Agency of the Year Category)	2024/12/2	Campaign Asia-Pacific	Dentsu Digital Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2024-1202-000190 (Japanese Only)
58	Meta Agency First Awards 2024	Agency of the Year	2024/11/20	Meta Japan (Facebook Japan)	Dentsu Digital Inc., CARTA COMMUNICATIONS Inc., Dentsu Japan International Brands Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2024-1120-000187 (Japanese Only)
59	Meta Agency First Awards Japan 2024	Best AI Solution Partner／Best Experimentalist (Best Solution Award)	2024/11/20	Meta	SEPTENI HOLDINGS CO., LTD.		https://www.septeni-holdings.co.jp/news/release/2024/11013868.html (Japanese Only)
60	Rokt Agency Partner Summit	Conquer New Frontiers Award (Innovation Project Award)	2024/5/23	Rokt	Dentsu Digital Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2024-0523-000155 (Japanese Only)
61	SmartNews Ads Agency Summit 2024	Diamond (SmartNews Ads Partner Program)	2024/5/22	SmartNews	Dentsu Digital Inc., CARTA COMMUNICATIONS Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2024-0522-000154 (Japanese Only)
62	2023 Partner Awards	Partner Advocate of the Year	2024/4/11	Acquia	Dentsu Digital Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2024-0411-000144 (JapaneseOnly)
63	KARTE Partner Award 2024	Partner of the Year	2024/3/29	Plaid	Dentsu Digital Inc.		https://www.dentsudigital.co.jp/news/release/prizes/2024-0329-000138 (JapaneseOnly)
64	General Motors Overdrive Award 2021	One of the award winners	2022/3/17	General Motors	Carat		https://news.gm.com/newsroom.detail.html/Pages/news/us/en/2022/mar/0317-soy.html
65	Podcast of the Year	Best Diversity and Inclusion Podcasts	2022/8/7	AdWeek	Dentsu International Inc.	The audio series More Than That with Gia Peppers	https://www.adweek.com/media/see-all-the-2022-adweek-podcast-of-the-year-awards-winners/
66	Global Creative Ranking	Top in the Asia-Pacific Region	2025/1/17	The One Club for Creativity	DENTSU INC.		https://www.dentsu.co.jp/news/release/2025/0117-010831.html (Japanese Only)

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No.	Title	Detail	Date Awarded	Host	Coverage	Note	Web
67	3rd Startup Friendly Scoring	2nd place	2025/5/13	Keidanren	Dentsu Group Inc.	2nd place for two consecutive years	https://www.group.dentsu.com/jp/news/release/001470.html (Japanese Only)
68	Good Design Award	Good Design Award	2022/10/7	Japan Institute of Design Promotion	DENTSU INC., DENTSU CORPORATE ONE INC., Dentsu Solari Inc., DENTSU PROMOTION PLUS INC.	<ul style="list-style-type: none"> Participating companies within dentsu: Dentsu Japan Network: https://www.japan.dentsu.com/jp/ DENTSU INC.: https://www.dentsu.co.jp/ DENTSU PROMOTION PLUS INC.: https://www.dentsu-pmp.co.jp/ DENTSU CORPORATE ONE INC.: https://www.dc1.dentsu.co.jp/jp/ Dentsu Solari Inc.: https://www.dentsu-sol.co.jp/ 	https://www.group.dentsu.com/jp/news/release/000834.html (Japanese Only)
69	Good Design Award	Good Design Best 100	2022/10/7	Japan Institute of Design Promotion	DENTSU INC.	TOKYO 2020 ANIMATED SPORT PICTOGRAMS	https://www.g-mark.org/gallery/winners/10829
70	Good Design Award	Good Design Best 100	2023/10/5	Japan Institute of Design Promotion	DENTSU INC.	Voice Watch	https://www.g-mark.org/gallery/winners/20208

Sustainability Rating

サステナビリティ評価

No.	Title	2021	2022	2023	2024	2025	Coverage
1	CDP rating (Highest rating: A)	A-	—	B	B	B	Dentsu Group Inc.
2	MSCI rating (Highest rating: AAA)	B	BBB	BBB	A	A	Dentsu Group Inc.
3	MSCI rating (Highest rating: AAA)	BB	BBB	BBB	A	AA	DENTSU SOKEN INC.
4	MSCI index	—	—	—	—	MSCI Japan Empowering Women Index(WIN) MSCI Japan ESG Select Leaders Index	Dentsu Group Inc.
5	MSCI index	—	—	MSCI Japan Empowering Women Index(WIN)	MSCI Japan Empowering Women Index(WIN) MSCI Japan ESG Select Leaders Index	MSCI Japan Empowering Women Index(WIN) MSCI Japan ESG Select Leaders Index	DENTSU SOKEN INC.
6	Sustainalytics score		22 Medium Risk	20.2 Medium Risk	15.9 Low Risk	13.2 Low Risk	Dentsu Group Inc.
7	EcoVadis score	—	Gold	Bronze	Bronze	TBD	Dentsu Group Inc.
8	FTSE indices	FTSE4Good FTSE Blossom Japan	FTSE4Good FTSE Blossom Japan	FTSE4Good FTSE Blossom Japan	FTSE4Good FTSE Blossom Japan	FTSE4Good FTSE Blossom Japan FTSE Blossom Japan Sector Relative	Dentsu Group Inc.

Sustainability Rating

サステナビリティ評価

No.	Title	2021	2022	2023	2024	2025	Coverage
9	FTSE index	—	FTSE Blossom Japan Sector Relative	FTSE4Good FTSE Blossom Japan	FTSE4Good FTSE Blossom Japan	FTSE4Good FTSE Blossom Japan FTSE Blossom Japan Sector Relative	DENTSU SOKEN INC.
10	DJSI / Dow Jones Best in Class Indices	Asia Pacific	Asia Pacific	World/Asia Pacific	World/Asia Pacific	TBD	Dentsu Group Inc.
11	SOMPO Sustainability Index	—	—	—	—	Indexed	Dentsu Group Inc.
12	SOMPO Sustainability Index	—	—	—	Indexed	Indexed	DENTSU SOKEN INC.
13	S&P/JPX Carbon Efficient Index	Indexed	Indexed	Indexed	Indexed	Indexed	DENTSU SOKEN INC.
14	Morningstar Index	—	—	Morningstar Japan ex-REIT Gender Diversity Tilt Index "Group 1"	Morningstar Japan ex-REIT Gender Diversity Tilt Index "Group 1"	Morningstar Japan ex-REIT Gender Diversity Tilt Index "Group 1"	DENTSU SOKEN INC.

No.	Title	Detail	Data Acquired	Host	Coverage	Note	Web
1	Cannes Lions International Festival of Creativity 2025	1 Gold 3 Bronze	2025/6/20	Ascential plc	DENTSU INC.		https://www.dentsu.co.jp/en/news/release/2025/0625-010900.html
2	Cannes Lions International Festival of Creativity 2025	7 Gold, 4 Silver 15 Bronze	2025/6/20	Ascential plc	detntsu		https://www.dentsu.co.jp/en/news/release/2025/0625-010900.html
3	ADFEST 2025	Agency of the Year	2025/3/25	ADFEST	DENTSU INC.	Eleventh time in three consecutive years	https://www.dentsu.co.jp/news/release/2025/0325-010863.html (Japanese Only)
4	ADFEST 2025	East Asia Agency of the Year	2025/3/25	ADFEST	DENTSU INC.	Second time in two consecutive years	https://www.dentsu.co.jp/en/news/release/2025/0325-010864.html
5	ADFEST 2025	Network of the Year	2025/3/31	ADFEST	dentsu	Ninth time in four consecutive years	https://www.group.dentsu.com/en/news/release/001458.html
6	ADFEST 2025	6 Gold 9 Silver 9 Bronze	2025/3/25	ADFEST	DENTSU INC.		https://www.dentsu.co.jp/news/release/2025/0325-010863.html (Japanese Only)
7	ADFEST 2024	9 Gold 15 Silver 19 Bronze	2025/3/25	ADFEST	dentsu		https://www.group.dentsu.com/en/news/release/001458.html
8	ADFEST 2025	<ul style="list-style-type: none"> • Creative Strategy Lotus-Gutsy Strategy-GOLD • Effective Lotus-Long-Term Creativity-GOLD 	2025/3/22	ADFEST	DENTSU EAST JAPAN INC.		https://ssl.dentsu-east.co.jp/topics/(Japanese Only) https://remotejudging.adfest.com/kiosk_ListOfEntry.aspx?pi=35 (Japanese Only) https://remotejudging.adfest.com/kiosk_ListOfEntry.aspx?pi=40 (Japanese Only)

No.	Title	Detail	Data Acquired	Host	Coverage	Note	Web
9	ADFEST 2024	Commerce : CM09 Use of Technology (Bronze) Brand experience : BE18 Integrated Brand Experience Campaign (Bronze)	2025/3/22	ADFEST	Dentsu Creative Pictures Inc.		https://www.dcrp.co.jp/news/2300/ (Japanese Only)
10	2025 Clio Awards	Creative Use of Data (Grand Prize) Public Relations (Grand Prize) Creative Use of Data (Gold) Public Relations (Gold) Partnerships & Collaborations (Silver)	2025/5/13	Clio Awards, LLC	Dentsu Digital Anchor Inc		https://clios.com/winners-gallery/details?id=179914 (Japanese Only)
11	2025 Clio Awards	Film Craft / Music-Original (Gold)	2025/5/13	Clio Awards, LLC	Dentsu Creative Amsterdam		https://clios.com/
12	2025 Clio Awards	Innovation / Digital/Mobile(Gold)	2025/5/13	Clio Awards, LLC	Dentsu Creative India & Portugal		https://clios.com/
13	2025 Clio Awards	Audio /Use of Technology (Silver) Audio / Specific Target Audience (Silver) Innovation / Audio (Bronze)	2025/5/13	Clio Awards, LLC	Dentsu Creative India & Portugal		https://clios.com/

No.	Title	Detail	Data Acquired	Host	Coverage	Note	Web
14	2025 Clio Awards	Use of Influencers / Celebrity(Silver)	2025/5/13	Clio Awards, LLC	Dentsu Creative Chicago		https://clios.com/
15	2025 Clio Awards	Direct / Out of Home(Bronze)	2025/5/13	Clio Awards, LLC	Dentsu Creative China		https://clios.com/
16	2025 Clio Awards	Digital Mobile / Use of AI(Bronze)	2025/5/13	Clio Awards, LLC	Dentsu Creative Canada + iProspect		https://clios.com/
17	Spikes Asia 2025	Grand Prix in the category of Digital Craft	2025/4/28	Ascential plc	DENTSU INC.		https://www.dentsu.co.jp/en/news/release/2025/0428-010877.html
18	Spikes Asia 2025	Grand Prix for Good	2025/4/28	Ascential plc	DENTSU INC.		https://www.dentsu.co.jp/en/news/release/2025/0428-010877.html
19	Spikes Asia 2025	Agency of the Year by Market - Japan	2025/4/28	Ascential plc	DENTSU INC.		https://www.dentsu.co.jp/en/news/release/2025/0428-010877.html
20	Spikes Asia 2025	10 categories (2 Grand Prix, 1 Gold, 1 Silver, 8 Bronze)	2025/4/28	Ascential plc	DENTSU INC.		https://www.dentsu.co.jp/en/news/release/2025/0428-010877.html
21	Spikes Asia 2025	26 awards (2 Grand Prix, 6 Gold, 5 Silver, 13 Bronze)	2025/4/28	Ascential plc	dentsu		https://www.dentsu.co.jp/news/release/2025/0428-010876.html (Japanese Only)
22	Spikes Asia 2025	Grand Prix for Digital Craft B. Data & AI – B01. Data Storytelling	2025/4/24	Ascential plc	Dentsu Creative Pictures Inc.		https://www.dcrp.co.jp/news/2385/ (Japanese Only)
23	Spikes Asia 2025	Bronze for Brand Experience and Activation E. Culture & Context – E01. Local Brand	2025/4/24	Ascential plc	Dentsu Creative Pictures Inc.		https://www.dcrp.co.jp/news/2385/ (Japanese Only)

No.	Title	Detail	Data Acquired	Host	Coverage	Note	Web
24	THE ONE SHOW	Design Category (Grand Prix) Design Category (Bronze) Print & Promotional Category (Bronze)	2025/5/20	THE ONE CLUB	DENTSU INC.		https://www.oneclub.org/theoneshow/showcase/2025/-item/57455
25	THE ONE SHOW	Design Category (Gold) Creative Use of Data Category (Gold) Cultural Driver Category (Gold) Public Relations Category (Gold)	2025/5/20	THE ONE CLUB	Dentsu Digital Inc.		https://www.oneclub.org/theoneshow/showcase/2025/-item/57455
26	D&AD Awards 2024	Black Pencil (highest award)	2024/5/24	D&AD (Design & Art Direction)	DENTSU INC.		https://www.dentsu.co.jp/en/news/release/2024/0524-010737.html
27	D&AD Awards 2024	Typography – Printed Materials Wood Pencil	2024/5/22	D&AD (Design & Art Direction)	DENTSU WEST JAPAN INC.	Kanazawa ADC Annual 20-21-22	https://www.dandad.org/awards/professional/2024/239138/kanazawa-adc-annual/(Japanese Only)
28	ADC Awards	Brand/ Communication Design Category (2 Gold, 1 Silver) Illustration Category (2 Bronze)	2025/5/16	The One Club for Creativity	DENTSU INC.		https://www.oneclub.org/awards/adc/awards/-archive/awards/2025/59/all/select
29	ADC Awards	Interactive (2Gold)	2025/5/16	The One Club for Creativity	Dentsu Creative New York		https://www.oneclub.org/awards/adc/awards/-archive/awards/2025/59/all/select
30	ADC Awards	Advertising (Bronze)	2025/5/16	The One Club for Creativity	Dentsu Creative Brazil		https://www.oneclub.org/awards/adc/awards/-archive/awards/2025/59/all/select



Initiative

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No.	Title	Detail	Date of certification/Participation	Host	Coverage	Web
1	UN Global Compact (UNGC)	Member	2023/7	The UN Global Compact	Dentsu Group Inc.	https://unglobalcompact.org/what-is-gc/participants/2839-Dentsu-Inc-
2	World Economic Forum (WEF)	Strategic Partner	2014	World Economic Forum	Dentsu Group Inc.	https://www.weforum.org/communities/strategic-partnership-b5337725-fac7-4f8a-9a4f-c89072b96a0d/
3	World Business Council for Sustainable Development (WBCSD)	Member	2021/5	World Business Council for Sustainable Development	Dentsu Group Inc.	https://www.wbcsd.org/Overview/Our-members/Members
4	CDP (Carbon Disclosure Project)	Supporter / Supply chain program member	2010	CDP	Dentsu Group Inc.	https://classic.cdp.net/en/
5	RE100	Member	2015	The Climate Group	Dentsu Group Inc.	https://www.there100.org/
6	Task Force on Climate-related Financial Disclosures (TCFD)	TCFD Supporter	2023/7	Financial Stability Board	Dentsu Group Inc.	https://www.group.dentsu.com/en/sustainability/
7	Task Force on Climate-related Financial Disclosures (TCFD)	TCFD Supporter	2022/10	Financial Stability Board	DENTSU SOKEN INC.	https://www.dentsusoken.com/system/files/2023-04/ISID_TCFD_en.pdf
8	TNFD Forum	Member	2024/3	TNFD Forum	Dentsu Group Inc.	https://tnfd.global/engage/tnfd-community/?sf_s=dentsu
9	TCFD Consortium	Member	2024/4	TCFD Consortium	Dentsu Group Inc.	https://tcfd-consortium.jp/en/member_list

No.	Title	Detail	Date of certification/Participation	Host	Coverage	Web
10	Japan Climate Leaders' Partnership (JCLP)	Associate Member	2024/4	Japan Climate Leaders' Partnership (JCLP)	Dentsu Group Inc.	https://japan-clp.jp/about/organization (Japanese Only)
11	GX League	Participating company	2022/4	Ministry of Economy, Trade and Industry, Japan	DENTSU INC.	https://gx-league.go.jp/member/#category2 (Japanese Only)
12	Japan Climate Initiative (JCI)	Member	2022/4	Japan Climate Initiative	DENTSU INC.	https://japanclimate.org/ (Japanese Only)
13	The Valuable 500	Member	2022/8	The Valuable 500	dentsu Japan	https://www.dentsu.co.jp/en/news/release/2020/07-27-010104.html
14	Women's Empowerment Principles (WEPs)	Signatory	2024/6	Women's Empowerment Principles	DENTSU SOKEN INC.	https://www.weps.org/companies
15	30% Club Japan	Member (CEO)	2019/7	30% Club Japan	Dentsu Group Inc.	https://www.dentsusoken.com/english/sustainability/social/diversity.html
16	Business for Marriage Equality (BME)	Public endorsement	2022/10	Business for Marriage Equality	Dentsu Group Inc.	https://www.group.dentsu.com/en/news/release/000836.html
17	Chief Sustainability Leaders Community	Member	2023/3	World Economic Forum	Dentsu Group Inc.	
18	Green x Digital Consortium	Member	2022/12	Japan Electronics and Information Technology Industries Association	Dentsu Group Inc.	https://www.gxdc.jp/members/ (Japanese Only)
19	work with Pride 2023 Executive Committee	Partner	2023/4	work with Pride	dentsu Japan	https://workwithpride.jp/ (Japanese Only)

Initiative イニシアティブ

No.	Title	Detail	Date of certification/Participation	Host	Coverage	Web
20	AdGreen	Founding member	2020/9	AdGreen	Dentsu Group Inc.	https://www.weareadgreen.org/
21	Ad Net Zero	Member	2020/11	Ad Net Zero Limited	Dentsu Group Inc.	https://adnetzero.com/
22	Sustainable Brands	Member	2019/6	Sustainable Brands	Dentsu Group Inc.	https://sustainablebrands.com/