

ESG Data Book

ESG Data Book
2023
dentsu

Coverage Indication

- Group : Dentsu Group Inc. and subsidiaries (consolidated)
- dentsu: Group's brand name

- Japan : dentsu Japan abbreviation
- APAC : excluding Japan
- IM : International Markets: Collective name for the three EMEA, Americas, and APAC regions

The following entities are treated as non-consolidated companies;

- Dentsu Group Inc.
- DENTSU Inc.

Basic Data

Company Information

No.	Category	Details	Data	Website
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		Director, Representative Executive Officer, President & CEO Hiroshi Igarashi	https://www.group.dentsu.com/en/about-us/data-location.html
4	Established		July 1, 1901* * Establishment day of Dentsu Inc. former trade name before the change 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 31,2022)	https://www.group.dentsu.com/en/about-us/data-location.html
6	Number of consolidated subsidiaries and affiliates		Consolidated subsidiaries: 881 companies Affiliated companies: 91 companies (as of December 31,2022)	
7	Number of employees	Consolidated	69,066 (as of December 31,2022)	
8	Number of employees	Non-consolidated	129 (as of December 31,2022)	https://www.group.dentsu.com/en/about-us/data-location.html
9	Department in charge		Group Sustainability Development Office, Dentsu Group Inc.	
10	Contact		Please refer to the Website.	https://contact.group.dentsu.com/m/en_total

Editorial Policy

No.	Category	Details	Data	Website
11	Publication		Dentsu's "ESG Databook 2023" is published for the first time this year for comprehensive and detailed reporting of ESG data(information) in order to promote information disclosure to stakeholders, including shareholders and investors, and external evaluation organizations.	
12	Issue period		August 2023 (Next edition scheduled for publication in August 2024)	
13	Reporting period		Centered on activities during FY2022 (January 1, 2022 through December 31, 2022), but also refers to preceding and more recent activities. If the aggregate definition changes, the recalculation will not be retroactive to past fiscal years.	

Editorial Policy

No.	Category	Details	Data	Website
14	Reporting organization		Dentsu Group Inc. and its group companies in Japan and International Markets. Some exceptions in the scope of coverage are explained in each section.	
15	Third party Assurance		"tCO _{2e} emissions," "female managers ratio," "amount of donations," and "number of volunteers and operating hours" have undergone limited assurance by a third-party organization; Lloyd's Register Quality Assurance Limited (LRQA). The details are described in the Integrated Report 2023 [ESG data summary / Third-party assurance].	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf
16	Relationship with other reports		Dentsu's approach to sustainability has been disclosed to stakeholders in the Integrated Report since 2016. The Integrated Report integrates financial and non-financial information, including management policies and business strategies for medium- and long-term value creation, and some ESG data is also detailed in the Corporate Governance Report, Financial Report, and dentsu's website.	https://www.group.dentsu.com/en/sustainability/reports/
17	Reporting Standard		Integrated Report and ESG Data Book reference GRI Standards and dentsu has published a GRI content index.	https://www.group.dentsu.com/en/sustainability/common/pdf/GRI2023.pdf
18	GRI content index		Please refer to the Website.	https://www.group.dentsu.com/en/sustainability/common/pdf/GRI2023.pdf

Dentsu's Sustainability

No.	Category	Details	Data	Website
19	Approach		The "Value Creation Model" which integrates "sustainability" has been formulated to enable the dentsu to respond to new key challenges and achieve sustainable growth. The model is described in detail in the Integrated Report 2023 [Value Creation Model].	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf
20	Governance		With the Group's transition to a global management structure led by the Group Management Team in January 2023, we established the Group Sustainability Committee directly under the Group Management Board. Arinobu Soga, Representative Executive Officer, Executive Vice President & Chief Governance Officer, Dentsu Group Inc., is the committee chair (details of our governance structure are on P. 64). The committee comprises 12 members including two Chief Sustainability Officers with diverse expertise, regional backgrounds and meets four times a year to monitor from various perspectives the progress against our goals to promote sustainability strategy. The Group Sustainability Committee is described in detail in the Integrated Report 2023 [Progress of sustainability].	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf

Dentsu's Sustainability

No.	Category	Details	Data	Website
21	Materiality		<p>The Group has significantly revised how it addresses materiality in order to realize the purpose “an invitation to the never before.”</p> <p>The results of the assessments based on the two axes of “importance from management and “importance from stakeholder perspective, we have identified 5 materiality: 1) Business ethics & Compliance and Data security, 2) Human capital development, 3) Innovation leadership, 4) Climate action, and 5) DEI.</p> <p>The material issues are described in detail in the Integrated Report 2023 [Materiality].</p>	<p>https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf</p>
22	KPI and Performance		<p>The 2030 Social Impact Targets is also linked to the ESG targets presented in the Medium-term Management Plan.</p> <p>The Social Impact & ESG KPI's are described in detail in the Integrated Report 2023 [Medium-term Management Plan].</p>	<p>https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf</p>

Environment

Environment Management

No.	Category	Details	Data	Coverage	Website
1	Policy	Environmental Policy	Execution of the environmental policies and commitment for improvement of environmental performances are managed by the Board of Directors.	dentsu	https://assets-eu-01.kc-usercontent.com/7bf8ef96-9447-0161-1923-3ac6929eb20f/714b18e4-3691-44f9-a7e4-dbbb9ba93e44/Dentsu%20Group%20Environment%20Policy.pdf Japan : https://www.dentsu.co.jp/en/sustainability/environmentprotection/index.html
2	Management Structure	Environmental Management System	The Group Sustainability Committee reports to the Board of Directors on management related to the environment through the Group Management Board. The Group Sustainability Committee oversees specific measures taken by the sustainability promotion teams in each area.	dentsu	https://www.group.dentsu.com/en/news/release/000964.html
3	Targets		<p>Dentsu's net zero target is aligned with limiting global temperature rise to 1.5° C to prevent the worst impacts of climate change. It includes two targets.</p> <p>A near-term target to reduce absolute emissions by 46.2% by 2030 across Scope 1, 2 and 3 (from a 2019 base year) and a long-term deep decarbonisation target to reduce absolute emissions across our entire value chain by 90% by 2040. Our focus is on carbon reduction and once we've achieved the 90% reduction, we will neutralise any residual emissions by investing in nature-based solutions.</p> <p>Targets for dentsu's business validated by the Science Based Targets initiative (SBTi). Dentsu net zero target to be set in 2023 and then validated by SBTi.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/reports/

Environment Management

No.	Category	Details	Data	Coverage	Website
4	Third Party Membership & Commitments	Organizations	<ul style="list-style-type: none"> World Business Council for Sustainable Development (WBCSD) - Dentsu is a member of WBCSD, a global, CEO-led organization of over 200 leading businesses working together to accelerate the transition to a sustainable world. World Economic Forum Alliance of CEO Climate Leaders - Our CEO is a member of the WEF CEO Alliance, an informal network of leading businesses calling for action on ambitious climate change. RE100 - As a member, Dentsu is committed to source 100% renewable electricity across our global operations by 2030. DIMPACT - Dentsu is a founding participant of this ground-breaking collaboration to map the carbon impacts of digital value chains. Science Based Target Initiative (SBTi) - Dentsu's Net Zero strategy in our international business (excluding Japan) is underpinned by an approved science-based target. Science-based targets provide companies with a clearly-defined path to reduce emissions in line with the Paris Agreement goals. Dentsu Group Inc.'s CEO has signed the Business Commitment Letter to set a science-based target for dentsu and have it validated by SBTi. UN Global Compact (UNGC) - Dentsu Group Inc. is a signatory of this long-standing voluntary business initiative to take strategic action to support the UN Sustainable Development Goals (SDGs). This includes aligning our strategies and operations with the UNGC's Ten Principles on human rights, labour, environment and anti-corruption; and taking strategic actions to advance broader societal goals, including the SDGs, with an emphasis on collaboration and innovation. Business Ambition for 1.5°C - Dentsu's support for this commits us to a net zero target in line with a 1.5°C future, to prevent the most devastating impacts of climate change. Business for Nature - Business for Nature is a global coalition bringing together influential organisations and forward-thinking businesses. Together, we demonstrate business action and call for ambitious and collective action on nature. Cambridge Institute of Sustainability Leadership (CISL) - Centre for Business Transformation - Dentsu is the only sector member of this innovative group of leading businesses for sustainability. As a member of the CISL Centre for Business Transformation we develop new thinking and solutions to share with businesses to support the transformation journey towards a sustainable economy. Ad Net Zero - Dentsu is a member of the Ad Net Zero steering group helping to reduce the carbon impact of the UK advertising industry to real net zero. Our Chief Sustainability Officer, International Markets, also sits on the steering group for Ad Net Zero, helping the UK advertising industry to reach real net zero, and driving towards Action 3 of Ad Net Zero; curbing emissions from media planning, buying and distribution. Responsible Media Forum - Dentsu is a founding member of the Responsible Media Forum, a partnership between 25 leading media companies. In 2020, we helped launch The Superpower of Media – a report that shows what media companies have done and can further do to utilise their unique influence to benefit society as well as shareholders. Sustainable Brands - Dentsu is a member of Sustainable Brands, a global community of brand innovators who are helping to share the future of commerce worldwide. AdGreen - AdGreen unites the advertising industry to eliminate the negative environmental impacts of production. 	dentsu	Global commitments: https://www.dentsu.com/sustainable-world

Climate Change

No.	Category	Details	Data	Coverage	Website
5	Disclosure Based on TCFD	Governance	Dentsu publishes its annual climate disclosures in line with the Taskforce for Climate-related Financial Disclosures (TCFD) recommendations.	dentsu	https://www.group.dentsu.com/en/sustainability/reports/ https://www.group.dentsu.com/en/sustainability/common/pdf/TCFDreport2023.pdf
6	Disclosure Based on TCFD	Risk Management	Dentsu publishes its annual climate disclosures in line with the Taskforce for Climate-related Financial Disclosures (TCFD) recommendations.	dentsu	https://www.group.dentsu.com/en/sustainability/reports/ https://www.group.dentsu.com/en/sustainability/common/pdf/TCFDreport2023.pdf
7	Disclosure Based on TCFD	Strategy	Dentsu publishes its annual climate disclosures in line with the Taskforce for Climate-related Financial Disclosures (TCFD) recommendations.	dentsu	https://www.group.dentsu.com/en/sustainability/reports/ https://www.group.dentsu.com/en/sustainability/common/pdf/TCFDreport2023.pdf
8	Disclosure Based on TCFD	Metrics and Targets	Dentsu publishes its annual climate disclosures in line with the Taskforce for Climate-related Financial Disclosures (TCFD) recommendations.	dentsu	https://www.group.dentsu.com/en/sustainability/reports/ https://www.group.dentsu.com/en/sustainability/common/pdf/TCFDreport2023.pdf
9	GHG Emissions	Calculation Methodology and Data Boundary	<ul style="list-style-type: none"> Dentsu calculates its carbon emissions in alignment with the WRI Greenhouse Gas (GHG) Protocol. Some Dentsu Group companies in Japan and International Markets are excluded from the scope of this report. CO2 emissions are based on the calculation standards of the GHG Protocol. Scope 1 and 2 emissions include all emissions used by tenants in owned buildings. Scope 3 emissions include figures for categories 1, 3, 4, 5, 6, 7, 13, and 15 (Items not applicable are not listed.) 	dentsu	

Climate Change

No.	Category	Details	Data						Coverage	Website
				FY2019 (baseline)	FY2020	FY2021	FY2022	FY2022 vs. baseline		
10	GHG Emissions	Scope 1+2 (tCO ₂ e)	Total	33,962	26,955	24,104	16,039	-52.8%	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
11	GHG Emissions		dJ	24,546	21,227	19,653	11,592	-52.8%	Japan	https://www.group.dentsu.com/en/sustainability/reports/
12	GHG Emissions		IM	9,416	5,728	4,450	4,447	-52.8%	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
13	GHG Emissions	Scope 1 (tCO ₂ e)	Total	4,888	3,540	3,195	3,267	-33.2%	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
14	GHG Emissions		dJ	344	355	310	348	+1.2%	Japan	https://www.group.dentsu.com/en/sustainability/reports/
15	GHG Emissions		IM	4,544	3,185	2,885	2,919	-35.8%	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
16	GHG Emissions	Scope 2 (tCO ₂ e)	Total	29,074	23,415	20,908	12,771	-56.1%	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
17	GHG Emissions		dJ	24,202	20,872	19,343	11,244	-53.5%	Japan	https://www.group.dentsu.com/en/sustainability/reports/
18	GHG Emissions		IM	4,872	2,543	1,565	1,527	-68.7%	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
19	GHG Emissions	Scope 1+2+3 (tCO ₂ e)	Total	408,846	82,329	384,428	393,495	-3.8%	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
20	GHG Emissions	Scope 3 (tCO ₂ e)	Total	374,884	55,374	360,324	377,456	+0.7%	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
21	GHG Emissions		dJ	66,152	43,062	38,754	49,972	-24.5%	Japan	https://www.group.dentsu.com/en/sustainability/reports/
22	GHG Emissions		IM	308,732	12,312	321,571	327,485	+6.1%	International Markets	https://www.group.dentsu.com/en/sustainability/reports/

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No.	Category	Details		Data				Coverage	Website
				FY2019	FY2020	FY2021	FY2022		
23	GHG Emissions	Scope 3 Category 1 Purchased goods and services (tCO ₂ e)	Total	265,960	25,615	316,082	294,923	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
24	GHG Emissions		dJ	28,773	25,202	24,284	32,398	Japan	https://www.group.dentsu.com/en/sustainability/reports/
25	GHG Emissions		IM	237,187	413	291,798	262,525	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
26	GHG Emissions	Scope 3 Category 2 Capital goods (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
27	GHG Emissions		dJ	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/reports/
28	GHG Emissions		IM	N/A	N/A	N/A	N/A	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
29	GHG Emissions	Scope 3 Category 3 Fuel- and energy- related activities (tCO ₂ e)	Total	8,813	5,481	10,779	8,254	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
30	GHG Emissions		dJ	6,500	5,481	5,155	2,759	Japan	https://www.group.dentsu.com/en/sustainability/reports/
31	GHG Emissions		IM	2,313	N/A	5,624	5,494	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
32	GHG Emissions	Scope 3 Category 4 Upstream transportation and distribution (tCO ₂ e)	Total	288	1,856	3,558	4,264	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
33	GHG Emissions		dJ	0	1,856	2,978	3,416	Japan	https://www.group.dentsu.com/en/sustainability/reports/
34	GHG Emissions		IM	288	N/A	580	848	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
35	GHG Emissions	Scope 3 Category 5 Waste generated in operations (tCO ₂ e)	Total	1,246	1,098	1,207	904	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
36	GHG Emissions		dJ	424	596	931	611	Japan	https://www.group.dentsu.com/en/sustainability/reports/
37	GHG Emissions		IM	822	502	276	293	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
38	GHG Emissions	Scope 3 Category 6 Business travel (tCO ₂ e)	Total	79,417	16,370	9,909	35,899	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
39	GHG Emissions		dJ	25,406	4,973	3,055	8,893	Japan	https://www.group.dentsu.com/en/sustainability/reports/
40	GHG Emissions		IM	54,011	11,397	6,854	27,006	International Markets	https://www.group.dentsu.com/en/sustainability/reports/

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No.	Category	Details		Data				Coverage	Website
				FY2019	FY2020	FY2021	FY2022		
41	GHG Emissions	Scope 3 Category 7 Employee commuting (tCO ₂ e)	Total	13,660	4,954	14,668	27,848	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
42	GHG Emissions		dJ	5,049	4,954	2,350	1,893	Japan	https://www.group.dentsu.com/en/sustainability/reports/
43	GHG Emissions		IM	8,611	N/A	12,318	25,955	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
44	GHG Emissions	Scope 3 Category 8 Upstream leased assets (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
45	GHG Emissions		dJ	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/reports/
46	GHG Emissions		IM	N/A	N/A	N/A	N/A	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
47	GHG Emissions	Scope 3 Category 9 Downstream transportation and distribution (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
48	GHG Emissions		dJ	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/reports/
49	GHG Emissions		IM	N/A	N/A	N/A	N/A	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
50	GHG Emissions	Scope 3 Category 10 Processing of sold products (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
51	GHG Emissions		dJ	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/reports/
52	GHG Emissions		IM	N/A	N/A	N/A	N/A	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
53	GHG Emissions	Scope 3 Category 11 Use of sold products (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
54	GHG Emissions		dJ	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/reports/
55	GHG Emissions		IM	N/A	N/A	N/A	N/A	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
56	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	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
57	GHG Emissions		dJ	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/reports/
58	GHG Emissions		IM	N/A	N/A	N/A	N/A	International Markets	https://www.group.dentsu.com/en/sustainability/reports/

Climate Change

No.	Category	Details		Data				Coverage	Website
				FY2019	FY2020	FY2021	FY2022		
59	GHG Emissions	Scope 3 Category 13 Downstream leased assets (tCO ₂ e)	Total	3,469	N/A	331	309	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
60	GHG Emissions		dJ	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/reports/
61	GHG Emissions		IM	3,469	N/A	331	309	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
62	GHG Emissions	Scope 3 Category 14 Franchises (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
63	GHG Emissions		dJ	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/reports/
64	GHG Emissions		IM	N/A	N/A	N/A	N/A	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
65	GHG Emissions	Scope 3 Category 15 Investments (tCO ₂ e)	Total	2,031	N/A	3,790	5,055	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
66	GHG Emissions		dJ	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/reports/
67	GHG Emissions		IM	2,031	N/A	3,790	5,055	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
68	Energy Consumption	Targets and Reduction Policy	<p>In accordance with the Dentsu Group Code of Conduct, the dentsu aims to reduce the environmental impact of its business processes and contribute to the realisation of a sustainable society.</p> <p>In order to realise a sustainable society, we will correctly assess the environmental impact of our business activities and strive to reduce the environmental impact.</p> <p>We will endeavour to develop and propose environmentally friendly business activities and contribute to the improvement of environmental problems.</p> <p>We will strive to continuously improve our environmental performance to better clarify our environmental targets and results, as well as to ensure environmental compliance.</p> <p>Dentsu's Environmental Policy commits to:</p> <ul style="list-style-type: none"> - Continuously improve our environmental performance and integrate recognised environmental management best practice into our operations; · Reduce our consumption of resources and improve the efficiency of those resources <p>Give due consideration to environmental issues and energy performance in the acquisition, design, refurbishment, location and use of buildings.</p> <ul style="list-style-type: none"> · Procure 100% renewable electricity from in-country sources where it is possible to do so across our international operations wherever possible prioritising local "green tariffs" over Renewable Energy Certificates, or Energy Attribute Certificates, in line with RE100 best practice. 				dentsu	https://www.group.dentsu.com/en/sustainability/reports/ https://www.dentsu.co.jp/en/sustainability/	
69	Energy Consumption	Calculation Methodology and Data Boundary	<p>Energy consumption is based on the calculation criteria of the World Resources Institute's Greenhouse Gas (GHG) Protocol". In our international markets, dentsu uses the most recent direct emission factors published by both the UK government and the International Energy Agency (IEA).</p>				dentsu	https://www.group.dentsu.com/en/sustainability/reports/	

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No.	Category	Details	Data				Coverage	Website	
70	Energy Consumption	Efforts to Reduce	<p>We aim to reduce our overall energy consumption alongside renewable energy strategies:</p> <ul style="list-style-type: none"> Implementing energy efficiency solutions across dentsu offices, including switching to LED lights and installing motions sensors Implementing renewable energy strategies aiming to source 100% renewable electricity across global operations by 2030. In 2022, dentsu procured 100% electricity for its global operations, mainly through local green tariffs and purchasing renewable energy certificates. In markets accounting for 5.5% of International Markets electricity consumption, including Hong Kong, Qatar, Singapore, South Korea and Taiwan, factors beyond the business' control have prevented adherence to RE100's guidelines to source renewables within the countries' borders. For these countries, we have purchased renewable electricity certificates from adjacent countries, which is supported by RE100 while the coalition works to improve supply in these markets. Strengthening education and training of Group employees on issues related to sustainability and climate change Improving data accuracy by implementing Salesforce Net Zero Cloud 				dentsu	https://www.group.dentsu.com/en/sustainability/reports/	
				FY2019	FY2020	FY2021	FY2022		
71	Energy Consumption	Total Electricity Consumption (kWh)	Total	N/A	86,675,340	71,751,938	83,661,353	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
72	Energy Consumption		dJ	N/A	40,558,484	39,000,509	52,333,195	Japan	https://www.group.dentsu.com/en/sustainability/reports/
73	Energy Consumption		IM	57,805,729	46,116,856	33,751,429	31,328,158	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
74	Energy Consumption	Amount of Renewable Energy Use (kWh)	Total	N/A	46,842,835	35,868,409	29,691,787	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
75	Energy Consumption		dJ	N/A	5,435,758	4,408,044	210,441	Japan	https://www.group.dentsu.com/en/sustainability/reports/
76	Energy Consumption		IM	51,520,464	41,407,077	31,730,365	29,481,346	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
77	Energy Consumption	Renewable Energy Usage Rate (%)	Total	N/A	54.0%	50.0%	37.7%	dentsu	https://www.group.dentsu.com/en/sustainability/reports/

Climate Change

No.	Category	Details	Data				Coverage	Website	
				FY2019	FY2020	FY2021			FY2022
78	Water	Water Usage (m ³)	Total	776,321	497,525	367,482	201,817	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
79	Water		dJ	315,808	213,321	164,712	21,218	Japan	https://www.group.dentsu.com/en/sustainability/reports/
80	Water		IM	460,513	284,204	202,770	180,599	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
81	Waste	Efforts to Reduce	Reduce waste and maintain high levels of recycling (dentsu Japan)				Japan	https://www.dentsu.co.jp/en/sustainability/environmentprotection/	
				FY2019	FY2020	FY2021	FY2022		
82	Waste	Disposal Volume (kg)	Total	6,456,545	5,270,342	4,469,072	2,498,981	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
83	Waste		dJ	3,246,545	2,706,342	2,893,072	1,221,981	Japan	https://www.group.dentsu.com/en/sustainability/reports/
84	Waste		IM	3,210,000	2,564,000	1,576,000	1,277,000	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
85	Waste	Recycling Rate (%)	DENTSU INC.	88.1%	85.2%	86.2%	86.8%	DENTSU Inc.	https://www.group.dentsu.com/en/sustainability/reports/
86	Supplier Engagement	Policy on Supplier Engagement	We have responded to CDP with details of our engagement initiatives with our suppliers. Please see our response on the CDP website for details.				dentsu		
87	Engagement with public policy organizations	Policy on Engagement with Public Policy Organizations	We have responded to CDP with details of our engagement initiatives with our suppliers. Please see our response on the CDP website for details.				dentsu		
88	Third Party Certification		Some environmental data is third-party guaranteed by Lloyd's Register Quality Assurance Limited (LRQA). Assurances statements are available in [ESG data summary/ Third-party assurance] in the Integrated Report 2023.				dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf	

Notes on Data

No. 10-67	GHG Emissions	<p>Scope and Method of Calculation</p> <ul style="list-style-type: none"> • Excluding some Dentsu Group companies • Calculation based on GHG protocol • Regarding Scope 1 and 2 emissions, for owned buildings, all equity usage is recorded, including tenant usage • Within CO2 emissions, Scope 3 is calculated for all categories (1–15), and values for applicable item categories 1, 3, 4, 5, 6, 7, 13 and 15 are listed. (Items that do not apply are not listed) From FY2021, the calculation range was expanded (category 1, 3, 4, 13 and 15), accordingly, figures from 2019 (both Japan and International), the base year of the Medium-term Management Plan, and 2020 figures (JAPAN) were revised retroactively (LRQA verification is not complete for JAPAN’s 2019 and 2020 retroactive calculations) • Japan uses a financial control approach. For owned buildings, all equity usage is recorded, including tenant usage. Dentsu will agree a consistent organizational boundary approach during 2023, as part of the integration program. • International refers to Americas, EMEA and APAC (ex. Japan)
No. 10-84	Japan	<ul style="list-style-type: none"> • Dentsu Group Inc. is calculated as dentsu Japan (nominal name: “Japan”) where the headquarters building is located.
No. 74,76	Amount of renewable energy use	<ul style="list-style-type: none"> • The number is noted according to the RE100 definition. • For markets accounting for 5.5% of International Markets’ electricity use markets, factors beyond the business control have prevented adherence to RE100’s guidelines to source renewables within the countries’ borders. For these countries, we have purchased renewable electricity certificates from adjacent countries, which is supported by RE100.

Social

Human Capital Development

No.	Category	Details	Data	Coverage	Website
1	Structure		Data management for human capital development is led by the Chief Human Resource Officer (CHRO), Group HR of the Dentsu Group Inc. Progress is reported to the Board of Directors along with the Human Resource Strategy.	dentsu	
2	Targets		<p>Targets for 2030 Percentage of female leaders: 45.0% Improvement of engagement score</p> <p>This year's actual figures are from the ESG Data Book [No.50: Diversity Data (IM only. 2022 results for Japan are excluded due to definitions being under review)] [No.73: Employee Engagement Survey Results].</p>	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
3	Strategy		The Integrated Report 2023 [People strategy] explains in detail.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf
4	Human Capital Risk Assessment		The risks are described as 'risks related to securing human resources' in dentsu's Integrated Report 2023 [Risk Management: Major risk items that may affect investors' decisions and measures to deal with them].	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf
5	Training Program	Skills and Fundamental Training	<p>At dentsu Japan, we invest in learning and training opportunities based on the two core principles of "Fostering Group-wide Culture (Shared Value)" and "Developing Professionals to realize Integrated Growth Partner(IGP)". Learning opportunities include skill training, fundamental training, and other programs such as career development and organizational development to support individual and organizational growth.</p> <ul style="list-style-type: none"> • Skills training: Programs on AX/BX/CX/DX areas, logical thinking, data literacy, etc. are provided to 17,000 Japan employees. • Fundamental training: Programs such as DEI, compliance, liberal arts, and insight into social issues to foster Japan's shared values, are provided to 17,000 Japan employees. 	Japan	https://www.group.dentsu.com/en/sustainability/reports/

Human Capital Development

No.	Category	Details	Data	Coverage	Website
6	Training Program	dentsu Japan academy	<p>【dentsu Japan academy】 dentsu Japan academy is a forum designed to build basic elements unique to dentsu Japan employees and help them mature as professionals who can realize unique and high value in their work.</p> <p>Two courses are offered from the perspective of the two basic elements that are essential for dentsu Japan members. 1) Liberal Arts Course (open recording + video format) This course is designed to cultivate creative thinking through understanding of cultural background and increasing reading and comprehension skills. 2) Social Issues Course (articles, videos, webinars) This course is designed to deepen understanding of social issues, by realizing the complexity of the issue, and develop the ability to consider solutions.</p> <p>Both courses are open to all employees and are designed to promote the growth of both employees and the company by developing individuals with creative abilities who will contribute to enhancing value of dentsu Japan.</p>	Japan	
7	Training Program	Various Employee Training Programs	<p><Summary></p> <ul style="list-style-type: none"> • Training for employee development at Dentsu Inc. consists of mandatory training, voluntary training and company nominated training. <p><Mandatory training></p> <ul style="list-style-type: none"> • Mandatory training programs include: training for new hires, new hire start-up program and leader-sub-leader team structure, new hire follow-up program/trainer structure, career hire onboarding, 3rd and 7th year career program, and the "Dentsu Management Program". • The Dentsu Management Program is a mandatory training program designed to develop leadership skills. In FY 2022, 705 employees participated in the "Knowledge Session" to acquire knowledge on compliance and other issues, and in the newly launched "Evaluation Session" for continuing and newly appointed employees, and 92 employees participated in the "Strategy Session Leadership," "Strategy Session," and "Practical Session" for newly appointed employees. The training provides participants with the knowledge, skills, and mindset necessary to develop people and create an organization that produces results, so they can manage in a way that makes the most of their management skills. • The program is designed to enable line managers to carry out appropriate organizational operations and support human resource growth. It also ensures that general managers have the appropriate mindset for leadership, labor management, responsibility for evaluation, etc. that is required. It provides support on strategic thinking and output for managers to be able to identify mid- to long-term and current issues, and to be able to draw a roadmap for the team and each member to reach a desired objective. Other programs include practical programs such as how to have 1-on-1's to build trusting relationships with their direct reports and, programs to help understand one's own biases. <p><Voluntary open and company nominated training ></p> <ul style="list-style-type: none"> • Voluntary open and company nominated training are designed to support employees who will embody the "Integrated Growth Partner(IGP)" in the future. <p><Voluntary open training ></p> <ul style="list-style-type: none"> • Voluntary open training includes programs designed to support career autonomy, such as the "Business Profile Creation," and programs designed to strengthen the knowledge and skills required of all employees to promote IGP, such as "GLOBIS Unlimited Learning" and "NewsPicks MOOC". 	DENTSU Inc.	

Human Capital Development

No.	Category	Details	Data	Coverage	Website
7	Training Program	Various Employee Training Programs	<ul style="list-style-type: none"> The "Business Profile Creation" program was newly introduced in 2022, through which participants take stock and reaffirm their past strengths and values, as well as consider the future career achievements that they would like to be able to write in their profiles. The program is open to all employees, with 120 employees taking the course in FY 2022. GLOBIS Unlimited Learning, NewsPicks MOOC, and other programs are designed to support the continuous and autonomous growth of employees so that they can learn as much as they need to, when they need to. GLOBIS Unlimited Learning: Priority is given to young employees (up to 10th year employees) for the purpose of acquiring basic marketing knowledge, with 130 employees enrolled in FY2022. NewsPicks MOOC: Priority is given to young employees (up to 10th year employees) to gain insight into current global trends necessary for business, with 120 participants in FY2022. From FY2023, in addition to the above, support for certified examinations will begin. Select multiple certifications that cover the fundamentals of digital/data marketing will be allowed, with a plan to support 400 to 500 applicants, giving priority to employees who can directly apply this knowledge to the company's business. <p><Voluntary company nominated programs ></p> <ul style="list-style-type: none"> Voluntary company nominated programs such as "Hasegawa Juku," "NewSchool," and "Minerva University Program" are designed to cultivate each employee's mindset towards the mission and practical skills. "Hasegawa Juku": Selected workshops led by former Facebook Japan CEO Susumu Hasegawa. The program is designed to increase business skills, including the ability to acquire skills and leadership that transcend time and organizations and the perspective and drive to produce change for clients and society. The program is held twice a year as a 2-hour x 5 bi-weekly online program. The program targets AC-class employees up to their fifth year of employment. 48 employees participated in the program in FY2022. NewSchool: A program that aims to develop Dentsu's core competency of creativity in a broad sense in an integrated, systematic, comprehensive, and practical manner, and to cultivate directors with management skills that are indispensable for the future of Dentsu and applicable to all fields. In collaboration with internal and external experts, the program provides a variety of learning opportunities on a regular basis, ranging from the latest trends in various fields to basic business skills, languages, and more. The program is designed to provide a learning opportunity for motivated young people to develop not only practical skills in management, but also the desire to lead the business and contribute to the expansion of Dentsu's business. The program is designed to provide comprehensive learning through lectures, exercises, and assignments from internal and external leaders in a variety of fields, including strategy, digital, business development, creative, and media. This 6 month program and consists of 25 lectures of 4-5 hours each. 30 participants were enrolled in the program in FY2022. Minerva University Program: Co-sponsored by Dentsu Digital Inc. The program is a systematic study of leadership skills necessary in an increasingly complex business environment. The program mainly targets managers who have a desire to grow and are facing challenges, and aims to immediately apply what they learn to their own management style. The goal is to systematically learn what competence is necessary for leaders in an increasingly complex global business environment. Specifically, participants will learn practical systems thinking, stakeholder management to realize 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 is indispensable in a rapidly changing and uncertain business environment. The program was held 10 times over a period of three months, with each lecture lasting two hours. 20 Dentsu employees were members in 2022. <p>The "INPUT! Channel" : a platform that offers a diverse array of training programs, including e-learning, applications for group seminars, and links to external learning sites, thereby encouraging employees to take advantage of opportunities for skill development.</p>	DENTSU Inc.	

Human Capital Development

No.	Category	Details	Data	Coverage	Website
8	Training Program	Dentsu University	<p>Dentsu University (DU) hosts learning in many modalities. There are over 80,000 learning assets in DU, with representation from about 30 languages (not all content is available in all languages). Learning can take many forms and DU enables learning through online content, live instructor-led classes, curated curricula, and other formats. As part of the online content, there are 27,000+ books, 3,100+ audiobooks, 500+ skill benchmarks, 1,300+ hands-on practice labs, and 60 partner certification pathways. By centralizing learning content from internal subject matter experts, required learning, and external content providers, DU supports professional and leadership development, as well as technical and craft skills.</p> <p>A few examples of internally created leadership content include Guided Me2We, a new people manager program; Leading with Strengths; Leading with Empathy; Inspiring Inclusion @dentsu; and the Leadership @dentsu series. Additionally, content targeted for dentsu’s service lines is readily available and created in-house via partnership between our L&D team and subject matter experts.</p> <p>New joiners are welcomed to dentsu via blended learning journeys enabled in DU, providing an opportunity to attend live sessions with other new joiners, as well as learn about the culture and company via on-demand content. And finally, dentsu’s annual required learning program is managed via DU. This program launches to employees globally in 18 languages.</p>	International Markets	
9	Training Program	Privately Funded Study Leave Scheme	<p>The privately funded study leave program is a growth support program that is currently utilized by 11 employees, with an average of about 5 applications per year. Employees set their own studies, take programs at universities, graduate schools, business schools, and other educational institutions in Japan and overseas, and acquire new knowledge and skills through degree acquisition, etc., before returning to work. The program is an unpaid leave of absence. If they wish, the company provides a loan of up to 80% of the employee's lump-sum severance payment and 80% of those taking a study leave of absence are currently taking advantage of this program.</p>	DENTSU Inc.	
10	Training Program	Co-operation Programmes with External Educational Institutions	<p>In the Succession Planning program, the 'Business and leadership skills development program' is developed as a training for global business leaders in collaboration with Duke University, and is offered to those eligible for the development program. In fiscal year 2022/2023, 50 members participated in the program. More information on the Succession Planning is provided in the [Governance; Corporate Governance; Succession Planning section of the ESG Databook.]</p>	International Markets	

Human Capital Development

No.	Category	Details	Data				Coverage	Website	
11	Evaluation and feedback systems	1-on-1 Feedback	<p>All employees are subject to 1-on-1 meetings with their direct manager, with recommendation to meet at least once a month (75% of employees).</p> <p>1-on-1 dialogue is recommended throughout the year, starting with goal setting at start of the year, feedback during mid-year and at year end, while also taking the opportunity to communicate their future career and transfer preferences.</p> <p>As listed below, the company sets mandatory 1-on-1 sessions in specific months. Employees however are free to engage in 1-on-1 sessions in months not directed by the company to have more touch points as necessary.</p> <p>February: Set the mission for the year and feedback the "Mission Grade". March: Discuss their future career and transfer requests. July/August: Feedback during the term. January of the following year: Feedback on the degree of achievement of the previous year's mission.</p> <p>From September onward, a Potential Finder (human resource development meeting) is held for employees in each division, where all line managers discuss the current experience and strengths of each employee and consider future assignments to support their growth. 1-on-1s are also conducted based on the content of these discussions.</p>				DENTSU Inc.		
12	Sharing Meeting		<p>Sharing Meeting is an interactive live webinar broadcast for employees of Japan. The purpose is to share information and exchange opinions on management and business development that should be shared between executives and front-line employees. Viewers can watch the live broadcast and ask questions on the spot.</p> <p>The broadcast is targeted at approximately 17,000 employees of Japan, of whom an average of approximately 1,000 to 2,000 viewers tune in each time, with the largest number of viewers to date being approximately 4,300.</p> <p>In 2022, the event was held 15 times.</p>				Japan		
				FY2019	FY2020	FY2021	FY2022		
13	HR Data	CT&T Personnel Composition Ratio	Ratio	Japan	N/A	N/A	33.0%	37.0%	Japan
14	HR Data			IM	N/A	N/A	29.6%	31.5%	International Markets
15	HR Data			Americas	N/A	N/A	N/A	27.7%	Americas
16	HR Data			EMEA	N/A	N/A	N/A	24.9%	EMEA
17	HR Data			APAC	N/A	N/A	N/A	43.2%	APAC

Human Capital Development

No.	Category	Details		Data				Coverage	Website
				FY2019	FY2020	FY2021	FY2022		
18	HR Data	Number of CT&T Personnel	IM	N/A	N/A	13,259	14,770	International Markets	
19	HR Data		Americas	N/A	N/A	4,270	4,286	Americas	
20	HR Data		EMEA	N/A	N/A	3,377	4,233	EMEA	
21	HR Data		APAC	N/A	N/A	5,612	6,251	APAC	
22	HR Data	Total Hours of Training and Education (hours)	IM	N/A	N/A	135,851	244,052	International Markets	
23	HR Data	Average Hours of Training and Development per Employee (hours)	IM	N/A	N/A	2.7	4.9	International Markets	
24	HR Data	Total Cost of Training and Education	DGI+Japan	¥1,925,872,733	¥908,097,247	¥892,528,519	¥1,070,038,757	Dentsu Group Inc.+Japan	
25	HR Data		DGI	N/A	N/A	¥0	¥0	Dentsu Group Inc.	
26	HR Data		Japan	¥1,925,872,733	¥908,097,247	¥892,528,519	¥1,070,038,757	Japan	
27	HR Data	Average Amount Spent on Training and Development per Employee	DGI+Japan	¥111,986	¥50,954	¥49,797	¥63,708	Dentsu Group Inc.+Japan	
28	HR Data		DGI	N/A	N/A	¥0	¥0	Dentsu Group Inc.	
29	HR Data		Japan	¥111,986	¥50,954	¥50,285	¥64,145	Japan	
30	HR Data	Human Capital Return on Investment	Group	25.3%	25.0%	30.6%	30.6%	dentsu	
31	HR Data	Revenue per Employee	Group	¥15,781,350	¥14,554,464	¥16,744,721	¥17,896,968	dentsu	
32	HR Data	Operating Profit per Employee	Group	¥-50,579	¥-2,179,127	¥3,730,292	¥1,721,931	dentsu	
33	Data	Organic Growth Rate	Group	-1.0%	-11.1%	13.1%	4.1%	dentsu	

Diversity, Equity and Inclusion

No.	Category	Details	Data	Coverage	Website
34	Approach	Diversity, Equity & Inclusion Report 2022	<p>At dentsu, we are committed to creating long-term sustainable change in society and within our company. This begins with the values of equality, respect, empowerment and inclusion, which supports our commitment to create a fair and equitable workplace where everyone feels they belong, that they can unleash their full creativity, empathy and courage to be champions for progress.</p> <p>Diversity, equity, and inclusion sits at the heart of dentsu's 'Social Impact' strategy—our fully integrated sustainability strategy which includes our ambition to build a fair and more equal society, where everyone is equipped to thrive.</p>	dentsu	https://www.dentsu.com/diversity-equity-and-inclusion-report-2022
35	Policy	Dentsu Group Code of Conduct	Through our commitment to Diversity, Equity and Inclusion, we pledge to seek out diverse perspectives, celebrate differences, and build an inclusive culture where everyone is empowered to bring their authentic self to work.	dentsu	https://www.group.dentsu.com/en/about-us/governance/codeofconduct.html
36	Initiatives	Diversity, Equity & Inclusion Report 2022	The dentsu has published the [Diversity, Equity and Inclusion (DEI) Report 2022]. Details of our policies, commitments, structures and initiatives on DEI are integrated in this report.	dentsu	https://www.dentsu.com/diversity-equity-and-inclusion-report-2022
37	Initiatives	Japan DEI Action10	Please refer to the Website.	Japan	https://www.japan.dentsu.com/en/deandi.html
38	Initiatives	2030 Social Impact Targets	DEI's efforts are described in the dentsu's 2030 Social Impact Targets as 'Fair and Open Society'.	dentsu	https://www.group.dentsu.com/en/sustainability/reports/2022/sustainability/ss2030.html

Diversity, Equity and Inclusion

No.	Category	Details	Data				Coverage	Website		
			FY2019	FY2020	FY2021	FY2022				
39	Diversity Data	Percentage of Female Employee	DGI+Japan	34.4%	35.6%	35.4%	36.1%	Dentsu Group Inc.+Japan		
40	Diversity Data		DGI	N/A	N/A	24.6%	29.5%	Dentsu Group Inc.		
41	Diversity Data		Japan	34.4%	35.6%	35.5%	36.1%	Japan		
42	Diversity Data		IM	53.9%	53.1%	53.4%	54.0%	International Markets		
43	Diversity Data		Americas	N/A	N/A	N/A	53.8%	Americas		
44	Diversity Data		EMEA	N/A	N/A	N/A	54.5%	EMEA		
45	Diversity Data		APAC	N/A	N/A	N/A	53.5%	APAC		
46	Diversity Data	Percentage of Female Directors	Group	16.7%	16.7%	23.1%	25.0%	dentsu		
47	Diversity Data	Percentage of Female Workers in Management Positions (Level 35-70: Above Managers including Executive Directors)	DGI+Japan	11.2%	11.6%	12.9%	13.8%	Dentsu Group Inc.+Japan		
48	Diversity Data		DGI	N/A	N/A	21.4%	21.9%	Dentsu Group Inc.		
49	Diversity Data		Japan	11.2%	N/A	12.8%	13.8%	Japan		
50	Diversity Data	Percentage of Female Workers in Top Management Positions (Level 55-70)	IM	31.9%	34.7%	34.0%	37.2%	International Markets		
51	Diversity Data	Percentage of Employees by Age	DGI+Japan	<30	21.0%	21.4%	21.4%	21.7%	Dentsu Group Inc.+Japan	
52	Diversity Data			30-39	32.3%	30.8%	30.7%	30.8%	Dentsu Group Inc.+Japan	
53	Diversity Data			40-49	27.2%	27.3%	27.5%	27.9%	Dentsu Group Inc.+Japan	
54	Diversity Data			50-59	16.2%	16.8%	16.3%	15.9%	Dentsu Group Inc.+Japan	
55	Diversity Data			60+	3.3%	3.6%	4.0%	3.8%	Dentsu Group Inc.+Japan	

Diversity, Equity and Inclusion

No.	Category	Details	Data						Coverage	Website	
				FY2019	FY2020	FY2021	FY2022				
56	Diversity Data	Percentage of Employees by Age	DGI	<30	N/A	3.2%	2.3%	3.1%	Dentsu Group Inc.		
57	Diversity Data			30-39	N/A	17.5%	25.9%	30.1%	Dentsu Group Inc.		
58	Diversity Data			40-49	N/A	25.9%	37.6%	42.8%	Dentsu Group Inc.		
59	Diversity Data			50-59	N/A	23.6%	26.4%	18.8%	Dentsu Group Inc.		
60	Diversity Data			60+	N/A	6.9%	7.8%	5.2%	Dentsu Group Inc.		
61	Diversity Data		Japan	Japan	<29	21.0%	21.4%	21.6%	21.8%	Japan	
62	Diversity Data				30-39	32.3%	30.8%	30.8%	30.8%	Japan	
63	Diversity Data				40-49	27.2%	27.3%	27.4%	27.8%	Japan	
64	Diversity Data				50-59	16.2%	16.8%	16.2%	15.8%	Japan	
65	Diversity Data				60+	3.3%	3.6%	3.9%	3.7%	Japan	
66	Diversity Data		IM	IM	<30	35.8%	35.9%	38.9%	38.4%	International Markets	
67	Diversity Data				30-39	38.2%	39.8%	37.7%	37.7%	International Markets	
68	Diversity Data				40-49	16.7%	17.1%	16.3%	16.6%	International Markets	
69	Diversity Data				50-59	5.9%	6.2%	6.0%	6.1%	International Markets	
70	Diversity Data				60+	1.0%	1.1%	1.1%	1.2%	International Markets	
				June 2019	June 2020	June 2021	June 2022	June 2023			
71	Diversity Data	Percentage of Employees with Disabilities	DGI+Japan	2.35%	2.38%	2.71%	3.13%	3.11%	Total of four companies under the special subsidiary system (Dentsu Group Inc., Dentsu Solari Inc., Dentsu Inc., and Dentsu Corporate One Inc.), until 2019, three companies combined (Dentsu Inc., Dentsu Solari Inc., and Dentsu Works Inc.)		

Employee Engagement

No.	Category	Details	Data				Coverage	Website
			FY2019	FY2020	FY2021	FY2022		
72	Harassment Violation	Number of Internal Reported Complaints(cases)	194	106	136	101	Japan	
73	Employee Engagement Survey Results	Engagement Score(point) (calculated from Satisfaction and Recommend)	N/A	N/A	68	68	dentsu	
74	Employee Engagement Survey Results	Employee Satisfaction(point)	N/A	N/A	68	68	dentsu	
75	Employee Engagement Survey Results	Recommend(point)	N/A	N/A	67	68	dentsu	
76	Initiatives		The Integrated Report 2023 [People Strategy: Winning as One Team] describes initiatives and survey methodology to improve employee engagement.				dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf

Employment

No.	Category	Details	Data	Coverage	Website
77	Policy		<p>Dentsu Japan is working on the following 3 points as its policy to reduce overwork.</p> <p>(1) No employee should work more than 2,400 hours per year · Japan has set a target to ensure no employee works more than 2,400 hours per year, to prevent overwork throughout its entire business.</p> <p>(2) Interviews with doctors for employees who work more than 80 hours over the statutory hours · Assess the mental and physical health status of employees, doctors interview with employees who work long hours, regardless of whether or not they report it to Japan.</p> <p>(3) Grasp the working conditions of each company through annual and monthly working hour reports · Check monthly on employees who have worked 2,400 hours per year, 225 hours per month, and 250 hours per month.</p>	Japan	
78	Talent Attraction and Retention	Long-term Incentives	<p>Dentsu Inc. uses a performance-based bonus system targeted at all employees.</p> <p>· In response to the transition to a holding company structure in 2020, the organic growth rate of Japan and International Markets businesses is partially reflected in the bonus KPI. This is to ensure employees work and share results across the group while pursuing code of conduct for Group management.</p> <p>· In addition, an additional incentive bonus is to be awarded when the target performance of Dentsu Inc.'s medium-term management plan for 2021-2024 is achieved.</p>	DENTSU Inc.	

Employment

No.	Category	Details	Data	Coverage	Website
79	Talent Attraction and Retention	Various Leave and Absence Schemes	<p>【Leave and Leave of Absence】</p> <p>① Maternity leave before and after childbirth/childbirth 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 special leave for childcare purposes for a total of 5 days within 2 months from the day before the birth of the child. <p>② Postpartum father childcare leave system</p> <ul style="list-style-type: none"> Male employees may take special leave for childcare purposes for a total of 5 days within 2 months from the day before the birth of the child. <p>③ Childcare leave</p> <ul style="list-style-type: none"> In principle, leave may be taken until the child reaches the age of 1 year old, but may be taken for as long as the employee desires. <p>Childcare leave can be taken even if the spouse is a full-time housewife (husband).</p> <ul style="list-style-type: none"> If both parents are to take the leave, they can take the leave until the child reaches the age of 1 year and 2 months old. <p>(The leave period for each parent can be taken for 1 year, including the period after childbirth)</p> <ul style="list-style-type: none"> In addition, for reasons such as inability to enroll the child in a daycare center, leave may be extended until the child reaches the age of 2. <p>④ Leave to care for preschool children</p> <ul style="list-style-type: none"> Employees who are taking care of a child who has yet to enter primary school can receive leave for vaccinations to prevent illness and health problems, and take care of a child's illness or injury In addition, 10 days of leave per year can be taken for immunizations and medical checkups to prevent illnesses. <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 disabled family member in attending day care centers. ※The leave may be taken for 5 days per year to care for a child, spouse, father, mother, father, spouse's mother, father, grandfather, father's siblings, sisters and grandchildren. ※If the family nursing care leave has been used up, up to 15 days of continuous nursing care leave can be taken from the accumulated leave. <p>⑥ Maternity leave (Female employees only)</p> <ul style="list-style-type: none"> Available during pregnancy and within 1 year after childbirth when employees need to take leave in accordance with the "Guidelines for Maternity Health Care Measures". <p>【Leave for other than vacation and leave of absence】</p> <p>⑦ Time off for hospital visits during working hours</p> <ul style="list-style-type: none"> Employees are allowed to reserve time during working hours to receive medical checkups or health guidance during pregnancy and within one year after childbirth. <p>⑧ Caregiver time</p> <ul style="list-style-type: none"> Until the child reaches the age of 1 year old, employees can take 1 hour or 30 minutes x twice a day during their regular working hours. <p>⑨ Childcare work (shortened hours for childcare)</p> <ul style="list-style-type: none"> Until the child reaches the age of 3 years old, employees can work for 5 hours per day. Employees who have the same family name can work the prescribed four-hour workday in addition to the above "childcare time". Female employees can work regular 6-hour workdays until their children reach primary school age (6th grade). Female employees can work in conjunction with the above "childcare hours". 	DENTSU Inc.	

Employment

No.	Category	Details	Data	Coverage	Website
79	Talent Attraction and Retention	Various Leave and Absence Schemes	<p>⑩ Exemption from overtime and holidays Employees who have a child up to the 6th grade of primary school can be exempted from working overtime and holidays.</p> <p>⑪ Limitation of overtime work for childcare Employees with children up to primary school 6th grade can limit their overtime and holiday work to a certain number of hours.</p> <p>⑫ Support for children • Discount of ¥1,000 per hour when using the babysitting service introduced at the Benefit Station. (Up to 2 hours per day / 30 hours per month)</p> <p>⑬ Concierge for childcare services • Information on childcare activities (activities to apply for nursery schools, etc.) through Benefit One, Provides information in accordance with the residence of employees and provides support to alleviate the problem of waiting for a child.</p> <p>⑭ Fertility treatment leave • When undergoing fertility treatment at a medical institution, employees can take the necessary number of days off (within the employee's accumulated vacation time).</p> <p>For fixed-term employees, the available hours and periods of leave may differ in some cases.</p>	DENTSU Inc.	
80	Talent Attraction and Retention	Diverse Working Systems	<p>The "home-based system": Introduced in the working environment reforms from 2017 onward. Based on this system, full support for remote work was completed from the first half of 2020. In implementing the homework system, the following initiatives are also being promoted.</p> <ul style="list-style-type: none"> • Partial approval for employees to work without relocating or returning home to their parents' house. • Trial implementation of work at travel destinations during long vacations • Introduction of a remote work allowance to promote a work-at-home environment • Utilization of satellite offices <p>Flextime system: Introduced in the working environment reforms from 2017 onward. In principle, a core-free flextime system is applied.</p> <p>Interval system: A system in which employees are required to not work from the end of the day to the beginning of the next day giving a "fixed rest period" (non working time) to ensure adequate rest and sleep. The "interval system": An "effort target" to have a "fixed rest period" interval of 11 hours from the end of a workday to the start of the next day to ensure appropriate rest and sleep time.</p>	DENTSU Inc.	

Employment

No.	Category	Details	Data					Coverage	Website	
81	Talent Attraction and Retention	Employee Shareholding System	The Dentsu Group Employee Shareholding Association is participated in by the Dentsu Group Inc. and 24 (unlisted) group companies (as of March 31, 2023), and aims to promote the welfare of the members (employees of eligible companies who wish to become members), enhance their asset formation, 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 purchased from the market at market value. Dividends on members' equity are also invested to fund the purchase of shares.					Japan		
82	Talent Attraction and Retention	Welfare Schemes	Based on dentsu Japan's basic welfare policy, dentsu Japan offers different welfare measures with some examples including, "babysitting service", "nursing care consultation service", "investment education", "Benefit Station".					Japan		
83	Talent Attraction and Retention	Support for Balancing Cancer Treatment	Support for balancing cancer treatment: As measures to support work-life balance, Dentsu Inc. introduced a "reduced working hour system (allowing employees to work 4 days a week or 6/5 hours a day)" and a policy to subsidize treatment costs (up to 4 million yen per year for advanced cancer treatment).					DENTSU Inc.		
84	Talent Attraction and Retention	Leave System	<p>Donor leave: In addition to the existing volunteer leave, the new leave covers donor registration with the bone marrow bank and donors who need to go to the hospital or be hospitalized for donation. Expanded the number of days taken for volunteer leave to 10 days within the scope of accumulated leave only for the above reasons.</p> <p>Refreshment holidays: A special leave to create an environment where employees can recover from fatigue and refresh themselves both mentally and physically. Paid leave once a quarter, in addition to annual paid leave.</p>					DENTSU Inc.		
				FY2019	FY2020	FY2021	FY2022			
85	Employee Data	Number of Employees	DGI+Japan	Total	19,842	20,325	20,062	22,147	Dentsu Group Inc.+Japan	
86	Employee Data			Male	13,013	13,094	12,969	14,163	Dentsu Group Inc.+Japan	
87	Employee Data			Female	6,829	7,231	7,093	7,984	Dentsu Group Inc.+Japan	
88	Employee Data		DGI	Total	N/A	N/A	195	129	Dentsu Group Inc.	
89	Employee Data			Male	N/A	N/A	147	91	Dentsu Group Inc.	
90	Employee Data			Female	N/A	N/A	48	38	Dentsu Group Inc.	
91	Employee Data		Japan	Total	19,842	N/A	19,867	22,018	Japan	
92	Employee Data			Male	13,013	N/A	12,822	14,072	Japan	
93	Employee Data			Female	6,829	N/A	7,045	7,946	Japan	

Employment

No.	Category	Details	Data				Coverage	Website		
				FY2019	FY2020	FY2021			FY2022	
94	Employee Data	Number of Employees	IM	Total	46,558	44,208	44,770	46,919	International Markets	
95	Employee Data			Male	21,447	20,728	20,846	21,595	International Markets	
96	Employee Data			Female	25,111	23,480	23,924	25,324	International Markets	
97	Employee Data		Americas	Total	N/A	N/A	N/A	15,455	Americas	
98	Employee Data			Male	N/A	N/A	N/A	7,144	Americas	
99	Employee Data			Female	N/A	N/A	N/A	8,311	Americas	
100	Employee Data		EMEA	Total	N/A	N/A	N/A	16,992	EMEA	
101	Employee Data			Male	N/A	N/A	N/A	7,725	EMEA	
102	Employee Data			Female	N/A	N/A	N/A	9,267	EMEA	
103	Employee Data		APAC	Total	N/A	N/A	N/A	14,472	APAC	
104	Employee Data			Male	N/A	N/A	N/A	6,726	APAC	
105	Employee Data			Female	N/A	N/A	N/A	7,746	APAC	
106	Employee Data		Group	Total	66,400	64,533	64,832	69,066	dentsu	
107	Employee Data			Male	34,460	33,822	33,815	35,758	dentsu	
108	Employee Data			Female	31,940	30,711	31,017	33,308	dentsu	

Employment

No.	Category	Details	Data					Coverage	Website	
				FY2019	FY2020	FY2021	FY2022			
109	Employee Data	Number of Managers	DGI+Japan	Total	2,734	4,197	4,140	3,627	Dentsu Group Inc.+Japan	
110	Employee Data			Male	2,428	3,709	3,605	3,125	Dentsu Group Inc.+Japan	
111	Employee Data			Female	306	488	535	502	Dentsu Group Inc.+Japan	
112	Employee Data		DGI	Total	N/A	N/A	42	32	Dentsu Group Inc.	
113	Employee Data			Male	N/A	N/A	33	25	Dentsu Group Inc.	
114	Employee Data			Female	N/A	N/A	9	7	Dentsu Group Inc.	
115	Employee Data		Japan	Total	2,734	N/A	4,098	3,595	Japan	
116	Employee Data			Male	2,428	N/A	3,572	3,100	Japan	
117	Employee Data			Female	306	N/A	526	495	Japan	
118	Employee Data		IM	Total	527	502	799	816	International Markets	
119	Employee Data			Not declared	N/A	N/A	6	1	International Markets	
120	Employee Data			No Data	N/A	N/A	N/A	4	International Markets	
121	Employee Data			Male	359	328	521	509	International Markets	
122	Employee Data			Female	168	174	272	302	International Markets	
123	Employee Data			Group	Total	3,261	4,699	4,939	4,443	dentsu
124	Employee Data		Not declared		N/A	N/A	6	1	dentsu	
125	Employee Data		No Data		N/A	N/A	N/A	4	dentsu	
126	Employee Data		Male		2,787	4,037	4,126	3,634	dentsu	
127	Employee Data		Female		474	662	807	804	dentsu	
128	Employee Data		Average number of consecutive years served	IM	4.0	4.0	3.5	3.7	International Markets	

Employment

No.	Category	Details	Data					Coverage	Website	
				FY2019	FY2020	FY2021	FY2022			
129	Recruitment Data	Number of New Graduates Hired	DGI+Japan	Total	549	544	422	460	Dentsu Group Inc.+Japan	
130	Recruitment Data			Male	259	264	214	252	Dentsu Group Inc.+Japan	
131	Recruitment Data			Female	272	259	191	208	Dentsu Group Inc.+Japan	
132	Recruitment Data		DGI	Total	N/A	0	0	0	Dentsu Group Inc.	
133	Recruitment Data			Male	N/A	0	0	0	Dentsu Group Inc.	
134	Recruitment Data			Female	N/A	0	0	0	Dentsu Group Inc.	
135	Recruitment Data		Japan	Total	549	544	422	460	Japan	
136	Recruitment Data			Male	259	264	214	252	Japan	
137	Recruitment Data			Female	272	259	191	208	Japan	
138	Recruitment Data	Number of New Recruits	DGI+Japan	Total	1,963	1,414	1,517	2,185	Dentsu Group Inc.+Japan	
139	Recruitment Data			Male	1,082	745	823	1,173	Dentsu Group Inc.+Japan	
140	Recruitment Data			Female	823	608	632	1,012	Dentsu Group Inc.+Japan	
141	Recruitment Data		DGI	Total	N/A	5	9	8	Dentsu Group Inc.	
142	Recruitment Data			Male	N/A	3	6	6	Dentsu Group Inc.	
143	Recruitment Data			Female	N/A	2	3	2	Dentsu Group Inc.	
144	Recruitment Data		Japan	Total	1,963	1,409	1,508	2,177	Japan	
145	Recruitment Data			Male	1,082	742	817	1,167	Japan	
146	Recruitment Data			Female	823	606	629	1,010	Japan	
147	Recruitment Data		IM	Total	15,174	10,412	16,776	16,527	International Markets	
148	Recruitment Data		Group	Total	17,137	11,826	18,293	18,712	dentsu	

Employment

No.	Category	Details	Data					Coverage	Website	
				FY2019	FY2020	FY2021	FY2022			
149	Recruitment Data	Number of Mid Career Recruits	DGI+Japan	Total	1,414	870	1,086	1,725	Dentsu Group Inc.+Japan	
150	Recruitment Data			Male	823	481	603	921	Dentsu Group Inc.+Japan	
151	Recruitment Data			Female	551	349	438	804	Dentsu Group Inc.+Japan	
152	Recruitment Data		DGI	Total	N/A	5	9	8	Dentsu Group Inc.	
153	Recruitment Data			Male	N/A	3	6	6	Dentsu Group Inc.	
154	Recruitment Data			Female	N/A	2	3	2	Dentsu Group Inc.	
155	Recruitment Data		Japan	Total	1,414	865	1,077	1,717	Japan	
156	Recruitment Data			Male	823	478	597	915	Japan	
157	Recruitment Data			Female	551	347	435	802	Japan	
158	Recruitment Data	Percentage of Mid-career Hires in Management Positions	DGI+Japan		42.2%	43.8%	43.9%	49.6%	Dentsu Group Inc.+Japan	
159	Recruitment Data		DGI			3.0%	2.4%	3.1%	Dentsu Group Inc.	
160	Recruitment Data		Japan		42.2%	44.2%	44.5%	50.0%	Japan	
161	Recruitment Data	Percentage of Foreign Nationals in Management Positions	DGI+Japan		0.6%	0.7%	0.7%	0.9%	Dentsu Group Inc.+Japan	
162	Recruitment Data		DGI		N/A	0.0%	2.4%	6.3%	Dentsu Group Inc.	
163	Recruitment Data		Japan		0.6%	0.8%	0.6%	0.8%	Japan	
164	Recruitment Data	Recruitment Costs	DGI+Japan		¥1,335,040,771	¥842,883,961	¥1,282,664,458	¥2,611,942,364	Dentsu Group Inc.+Japan	
165	Recruitment Data		DGI			¥15,400	¥26,541,389	¥15,370,487	Dentsu Group Inc.	
166	Recruitment Data		Japan		¥1,335,040,771	¥842,868,561	¥1,256,123,069	¥2,596,571,877	Japan	
167	Recruitment Data		IM		¥2,251,571,848	¥1,369,874,092	¥2,604,207,216	¥3,063,889,582	International Markets · CIS(Russia and Kazakhstan) data are excluded from 2022	

Employment

No.	Category	Details	Data				Coverage	Website		
			FY2019	FY2020	FY2021	FY2022				
168	Recruitment Data	Recruitment Cost per Person	DGI+Japan	¥773,040	¥673,768	¥854,540	¥1,195,397	Dentsu Group Inc.+Japan		
169	Recruitment Data		DGI	N/A	¥3,080	¥2,949,043	¥1,921,311	Dentsu Group Inc.		
170	Recruitment Data		Japan	¥680,102	¥598,203	¥832,973	¥1,192,729	Japan		
171	Recruitment Data		IM	¥148,281	¥131,268	¥154,774	¥185,387	International Markets ·CIS(Russia and Kazakhstan) data are excluded from 2019-2022		
172	Employee Data	Internal Appointment Rate for Key Positions	DGI+Japan	83.9%	86.7%	86.6%	88.9%	Dentsu Group Inc.+Japan		
173	Employee Data		DGI	N/A	100.0%	100.0%	96.9%	Dentsu Group Inc.		
174	Employee Data		Japan	83.9%	84.5%	85.3%	87.8%	Japan		
175	Employee Data	Employee Retention Rate	DGI+Japan	92.0%	91.8%	87.2%	89.9%	Dentsu Group Inc.+Japan		
176	Employee Data		DGI	N/A	100.0%	-77.8%	42.9%	Dentsu Group Inc.		
177	Employee Data		Japan	92.0%	91.8%	87.5%	89.9%	Japan		
178	Employee Data		IM	66.0%	70.0%	61.7%	70.0%	International Markets ·CIS(Russia and Kazakhstan) data are excluded from 2019-2022		
179	Employee Data	Percentage of Employees by Years of Service	IM	Less than 1 year	N/A	21.3%	37.1%	31.1%	International Markets	
181	Employee Data			1-3 years	N/A	35.1%	22.7%	30.9%	International Markets	
181	Employee Data			3-5 years	N/A	18.0%	14.7%	13.5%	International Markets	
182	Employee Data			More than 5 years	N/A	25.6%	25.5%	24.6%	International Markets	
183	Employee Data	Average Age of Employees	IM	34.0	34.0	33.1	34.1	International Markets		

Employment

No.	Category	Details	Data				Coverage	Website	
				FY2019	FY2020	FY2021			FY2022
184	Employee Data	Number of Employees Leaving Jobs	DGI+Japan	1,403	1,496	2,288	1,845	Dentsu Group Inc.+Japan	
185	Employee Data		DGI	N/A	0	8	4	Dentsu Group Inc.	
186	Employee Data		Japan	1,403	1,496	2,280	1,841	Japan	
187	Employee Data		IM	12,560	11,299	14,642	13,037	International Markets • CIS(Russia and Kazakhstan) data are excluded from 2019-2022	
188	Employee Data		Group	13,963	12,795	16,930	14,882	dentsu	
189	Employee Data	Turnover Rate	DGI+Japan	8.1%	8.4%	12.8%	10.1%	Dentsu Group Inc.+Japan	
190	Employee Data		DGI	N/A	0.0%	177.8%	57.1%	Dentsu Group Inc.	
191	Employee Data		Japan	8.1%	8.4%	12.7%	10.1%	Japan	
192	Employee Data		IM	34.0%	30.0%	38.3%	30.0%	International Markets • CIS(Russia and Kazakhstan) data are excluded from 2019-2022	
193	Employee Data	Voluntary Turnover Rate	DGI+Japan	5.3%	5.7%	6.2%	5.7%	Dentsu Group Inc.+Japan	
194	Employee Data		DGI	N/A	0.0%	44.4%	0.0%	Dentsu Group Inc.	
195	Employee Data		Japan	5.3%	5.7%	6.2%	5.7%	Japan	
196	Employee Data		IM	26.0%	18.8%	31.0%	25.9%	International Markets • CIS(Russia and Kazakhstan) data are excluded from 2019-2022	
197	Employee Data	High-performer Turnover Rate	DGI+Japan	1.1%	0.6%	0.7%	0.7%	Dentsu Group Inc.+Japan	
198	Employee Data		DGI	N/A	0.0%	0.0%	0.0%	Dentsu Group Inc.	
199	Employee Data		Japan	1.1%	0.6%	0.7%	0.7%	Japan	
200	Employee Data	Number of Employees Utilizing Childcare Leave	DGI+Japan	424	459	505	598	Dentsu Group Inc.+Japan	
201	Employee Data		DGI	N/A	2	3	4	Dentsu Group Inc.	
202	Employee Data		Japan	424	457	502	594	Japan	
203	Employee Data	Number of Male Employees Utilizing Childcare Leave	DGI+Japan	N/A	N/A	N/A	261	Dentsu Group Inc.+Japan	
204	Employee Data		DGI	N/A	N/A	N/A	0	Dentsu Group Inc.	
205	Employee Data		Japan	N/A	N/A	205	261	Japan	

Employment

No.	Category	Details	Data				Coverage	Website		
			FY2019	FY2020	FY2021	FY2022				
206	Employee Data	Percentage of male employees utilizing childcare leave	DGI+Japan	N/A	N/A	N/A	64.1%	Dentsu Group Inc. +Japan		
207	Employee Data		DGI	N/A	N/A	N/A	0.0%	Dentsu Group Inc.		
208	Employee Data		Japan	N/A	N/A	44.1%	64.8%	Japan		
209	Salary Data	Total Monetary Compensation	DGI+Japan	¥168,174,432,990	¥165,643,431,880	¥173,394,874,758	¥181,515,353,584	Dentsu Group Inc. +Japan		
210	Salary Data		DGI	N/A	¥2,685,226,820	¥5,686,492,122	¥5,224,243,264	Dentsu Group Inc.		
211	Salary Data		Japan	¥168,174,432,990	¥162,958,205,060	¥167,708,382,636	¥176,291,110,320	Japan		
212	Salary Data		IM	¥353,961,863,135	¥307,029,140,824	¥353,133,509,372	¥420,246,986,934	International Markets		
213	Salary Data	Mean Gender Pay Gap	DGI+Japan	Full-time employment	68.5%	67.9%	68.4%	67.9%	Dentsu Group Inc. +Japan	
214	Salary Data			Contract employment	67.6%	68.9%	71.2%	57.5%	Dentsu Group Inc. +Japan	
215	Salary Data		DGI	Full-time employment	N/A	66.4%	63.9%	60.7%	Dentsu Group Inc.	
216	Salary Data			Contract employment	N/A	171.2%	78.2%	62.8%	Dentsu Group Inc.	
217	Salary Data		Japan	Full-time employment	68.5%	68.0%	68.6%	68.3%	Japan	
218	Salary Data			Contract employment	67.6%	69.4%	71.5%	57.5%	Japan	
219	Salary Data		Salary	UK	27.8%	23.7%	22.3%	17.6%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
220	Salary Data		Bonus	UK	69.1%	64.4%	66.1%	56.3%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report

Employment

No.	Category	Details			Data				Coverage	Website
					FY2019	FY2020	FY2021	FY2022		
221	Salary Data	Median Gender Pay Gap	Salary	UK	17.0%	18.4%	19.4%	15.3%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
222	Salary Data		Bonus	UK	29.7%	32.8%	39.6%	31.9%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
223	Salary Data	Mean % Differences between Black, Asian and Ethnic Minority and Non-Black, Asian and Ethnic Minority	Salary	UK	N/A	N/A	5.4%	14.3%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
224	Salary Data		Bonus	UK	N/A	N/A	16.8%	113.0%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
225	Salary Data	Median % Differences between Black, Asian and Ethnic Minority and Non-Black, Asian and Ethnic Minority	Salary	UK	N/A	N/A	3.9%	13.5%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
226	Salary Data		Bonus	UK	N/A	N/A	15.7%	5.0%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
227	Salary Data	Mean % Differences between LGBTQ+ and Non-LGBTQ+	Salary	UK	N/A	N/A	8.9%	15.7%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
228	Salary Data		Bonus	UK	N/A	N/A	N/A	61.5%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
229	Salary Data	Median % Differences between LGBTQ+ and Non-LGBTQ+	Salary	UK	N/A	N/A	6.1%	17.1%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
230	Salary Data		Bonus	UK	N/A	N/A	N/A	30.6%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report

Occupational Safety and Health

No.	Category	Details	Data	Coverage	Website
231	Policy		Details are explained on the Dentsu Inc. website [Sustainability:Ensuring a Safe and Civilized Working Environment].	DENTSU Inc.	https://www.dentsu.co.jp/en/sustainability/workingenvironment/
232	Targets		Details are explained on the Dentsu Inc. website [Sustainability:Ensuring a Safe and Civilized Working Environment].	DENTSU Inc.	https://www.dentsu.co.jp/en/sustainability/workingenvironment/
233	Program		Details are explained on the Dentsu Inc. website [Sustainability:Ensuring a Safe and Civilized Working Environment].	DENTSU Inc.	https://www.dentsu.co.jp/en/sustainability/workingenvironment/
234	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 [Sustainability:Ensuring a Safe and Civilized Working Environment].	DENTSU Inc.	https://www.dentsu.co.jp/en/sustainability/workingenvironment/ https://www.dentsu.co.jp/en/aboutus/working_environment_reform/progress200316.html

Occupational Safety and Health

No.	Category	Details		Data				Coverage	Website
				FY2019	FY2020	FY2021	FY2022		
235	Data	Total Working Hours		DGI+Japan	N/A	N/A	34,879,276	33,477,397	Dentsu Group Inc.+Japan
236	Data	Total Hours Worked per Employee (hours)		DGI+Japan	N/A	N/A	2,000	1,958	Dentsu Group Inc.+Japan
237	Data	Usage Rate of Vacation Days		DGI+Japan	N/A	N/A	N/A	61.7%	Dentsu Group Inc.+Japan
238	Data			DGI	N/A	N/A	N/A	35.7%	Dentsu Group Inc.
239	Data			Japan	N/A	N/A	50.4%	62.1%	Japan
240	Data	Percentage of Employees Who Belong to a Union		DGI+Japan	28.1%	27.8%	26.4%	23.6%	Dentsu Group Inc.+Japan
241	Data			DGI	N/A	0.0%	0.0%	0.0%	Dentsu Group Inc.
242	Data			Japan	28.1%	28.0%	26.6%	23.8%	Japan
243	Data	Number of Occupational Accidents	Total Number of Cases	DGI+Japan	53	24	23	25	Dentsu Group Inc.+Japan
244	Data			DGI	N/A	0	0	0	Dentsu Group Inc.
245	Data			Japan	53	24	23	25	Japan
246	Data		-Injury	DGI+Japan	47	23	22	23	Dentsu Group Inc.+Japan
247	Data			DGI	N/A	0	0	0	Dentsu Group Inc.
248	Data			Japan	47	23	22	23	Japan
249	Data		-Disease	DGI+Japan	0	1	1	2	Dentsu Group Inc.+Japan
250	Data			DGI	N/A	0	0	0	Dentsu Group Inc.
251	Data			Japan	0	1	1	2	Japan
252	Data		-Disability	DGI+Japan	0	0	0	0	Dentsu Group Inc.+Japan
253	Data			DGI	N/A	0	0	0	Dentsu Group Inc.
254	Data			Japan	0	0	0	0	Japan
255	Data	-Death	DGI+Japan	0	0	0	0	Dentsu Group Inc.+Japan	
256	Data		DGI	N/A	0	0	0	Dentsu Group Inc.	
257	Data		Japan	0	0	0	0	Japan	

Occupational Safety and Health

No.	Category	Details		Data				Coverage	Website	
				FY2019	FY2020	FY2021	FY2022			
258	Data	Occupational Accident Incidence Rate	DGI+Japan	1.8%	0.8%	0.7%	0.8%	Dentsu Group Inc.+Japan		
259	Data		DGI	N/A	0.0%	0.0%	0.0%	Dentsu Group Inc.		
260	Data		Japan	1.8%	0.8%	0.7%	0.8%	Japan		
261	Data		Mortality Incidence Rate	DGI+Japan	0.0%	0.0%	0.0%	0.0%	Dentsu Group Inc.+Japan	
262	Data			DGI	N/A	0.0%	0.0%	0.0%	Dentsu Group Inc.	
263	Data			Japan	0.0%	0.0%	0.0%	0.0%	Japan	

Human Rights

No.	Category	Details	Data	Coverage	Website
264	Policy	Dentsu Group Human Rights Policy	<p>The dentsu recognizes that human rights are the foundation of our existence and as ethical and sustainable businesses; we take our responsibilities in relation to upholding and respecting human rights very seriously.</p> <p>To promote respect for human rights, we provide employees with a sound understanding of human rights. Our Code of Conduct, Supplier Code of Conduct and standalone Dentsu Group Human Rights Policy is established in 2018 set out our commitment to honour all internationally recognised frameworks and principles of human rights (including the United Nations Guiding Principles on Business and Human Rights, the United Nations International Bill of Human Rights, the International Labour Organisation’s Declaration on Fundamental Principles and Rights at Work), and the expectations on all of our employees and suppliers. We also have standalone policies for specific human rights impacts.</p> <p>The Dentsu Group Human Rights Policy stipulates that if we identify any potential adverse human rights impacts relating to our business activities, we take adequate measures to ensure their prevention. These impacts are tracked to ensure the dentsu’s actions to mitigate or remedy any adverse human rights impacts are effective.</p> <p>We regularly review our human rights impacts. Our current list of priority areas can be found here</p>	dentsu	https://www.japan.dentsu.com/en/esg/human_rights_policy.html
265	Policy	Modern Slavery Statement (UK)	Dentsu UK Limited, Merkle Marketing Limited, and their associated UK based subsidiaries and brands have issued the Modern Slavery Statement annually in accordance with section 54(1) of the UK Modern Slavery Act.	dentsu UK	https://www.dentsu.com/uk/en/policies/modern-slavery-statement

Human Rights

No.	Category	Details	Data	Coverage	Website
266	Management		<p>The Chief Governance Officer- member of the Group Executive Management Team - oversees the dentsu Social Impact programme and chairs the Group Sustainability Committee.</p> <p>The Group Human Rights Committee meets semi-annually and is responsible for formulating policy and strategy. The Group Human Rights Committee reports into the Group Sustainability Committee with any concerns regarding how our operations could result in a negative human rights impact.</p> <p>In Japan, a Human Rights Conference with human rights managers from each Japan company is held semi-annually. The Human Rights Enlightenment Department of the Dentsu Corporate One Legal & Compliance Office serves as the secretariat for both, providing checks and advice based on its expert knowledge.</p> <p>Our global functional teams - including Human Resources, Legal and Procurement - are responsible for the day-to-day implementation of our commitment to respecting human rights e.g. labor rights, privacy and responsible sourcing.</p> <p>In May 2023, the dentsu recruited a Head of Human Rights – International Markets, responsible for consolidating the management of human rights issues across the business. The role reports directly to the Chief Sustainability Officer, International Markets, who is part of the Group Management Team.</p> <p>The detail is also described in the Integrated Report 2023 [Human rights awareness & due diligence].</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023-all.pdf
267	Risk Assessment		<p>Conducted a workshop in January 2023 with the participation of dentsu Japan companies. In collaboration with the third party organization (CRT-JAPAN), four important human rights themes were identified: Labor environment of contractors(Japan and overseas), Labor environment within dentsu, Inappropriate language, and Protection of personal data. These themes are to be at the heart of Group-wide human rights due diligence initiatives.</p>	Japan	
268	Risk Mitigation and Remedies		<p>Information on cases in which risks have occurred or are likely to occur is promptly gathered by (Human Rights Department, Legal & Compliance Office, Dentsu Corporate One Inc.), and a system is put in place under the "Dentsu Group Human Rights Committee" to take individualized and specific measures. Upon completion of the response to a case, the Dentsu Group Human Rights Committee will decide on the method and content to be used to ensure a correct understanding of the case and share information to prevent recurrence, and training programs will be added as necessary.</p>	Japan	
269	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, Legal & Compliance Office, Dentsu Corporate One Inc.) takes the lead in providing training for employees to understand human rights risks and 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 Human Rights Enlightenment Department of the Legal & Compliance Office of Dentsu Corporate One Inc. plays a central role, and the human rights staff of each company also cooperate in providing consultation services.</p> <p>The detail is also described in the Integrated Report 2023 [Human rights awareness & due diligence].</p>	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023-all.pdf

Human Rights

No.	Category	Details	Data				Coverage	Website	
270	Grievance Mechanisms	<p>dentsu Contact points have been established externally to receive inquiries on all matters, along with IR(Investor relations) –related, stock-related, and public relations-related matters. Each contact point is available to all employees and external stakeholders, and anonymous reporting is possible.</p> <p>International Markets We’re committed to providing a safe, fair and equitable workplace that cultivates a positive environment for all. Within this commitment, it’s both critically important and our responsibility that dentsu offers the right support and tools to speak up if experiencing any behaviour which violates our Code of Conduct, our company policies or company values. To raise any concern, we have provided the Speak Up @ dentsu portal, operated independently by Convercent, which allows all employees to report anonymously or to provide details if they feel comfortable in doing so. This portal is free to use, confidential and available 24 hours a day, 7 days a week via toll-free numbers or at speakup.dentsu.com. We have a zero-tolerance policy against retaliation of any kind against individuals who speak up in good faith.</p> <p>Japan Japan companies have established contact points for inquiries on their websites and other means, according to the characteristics of their respective business domains and operations. Dentsu has set up multiple contact points depending on the purpose. Each contact point is available to all employees and external stakeholders, and anonymous reporting is possible.</p> <ul style="list-style-type: none"> • Partner Hotline: For reporting violations of laws and regulations by Dentsu personnel. • Inquiries about creative and production materials • Compliance and personal information reporting • In addition to the external contact points listed above, a "Partner Hotline" is available for all other types of inquiries. <p>In addition to the aforementioned contact points for external use, there is also a contact point for reporting and consultation within the group, and each case is promptly notified to the relevant department and considered for individual handling.</p>					dentsu	<p>Dentsu Group Inc.: https://www.group.dentsu.com/en/contactus/</p> <p>Interenational Markets: https://www.dentsu.com/speak-up</p>	
				FY2019	FY2020	FY2021	FY2022		
271	Internal Reporting	Compliance Line reports	DGI+Japan	17	10	6	12	Dentsu Group Inc.+Japan	
272	Internal Reporting	Number of “Speak Up” incidents reports	IM	35	43	38	100	International Markets	

Responsible Media

No.	Category	Details	Data	Coverage	Website
273	Approach	Dentsu Group Code of Conduct	As stated in the 2030 Social Impact Targets, the Group as a whole has set the maintenance and improvement of trust and transparency in the communications business as one of its top priorities as part of its efforts to "Digital for good". This basic policy is also clearly stated in the "Dentsu Group Code of Conduct".	Policy:dentsu Action:Japan	https://www.japan.dentsu.com/en/esg/codeofconduct.html
274	Policy	Dentsu Group Employees' Creative Work Guidelines	<p>In principle, the company places the highest priority on respecting freedom of expression in relation to production, while also striving to produce appropriate content. We have established the "Dentsu Group Employees' Creative Work Guidelines" (revised in 2017) and operate a check system internally in line with the planning and production process. Related departments have appointed "advertising expression managers" as necessary to maintain and improve operations.</p> <p>We also collaborate with relevant departments of advertisers and media to check risks from multiple perspectives.</p> <ul style="list-style-type: none"> • The main points of view when checking risks are as follows • Appropriate information on products and services • No false information or misrepresentation of the quality of the product or service. • Explanations that are easy for consumers to understand (no deception) • Be based on fair and objective grounds. Do not deviate from the scope approved by administrative agencies. (Maximum class expressions and comparative advertisements in particular) 	Japan	
275	Policy	Sustainability Communication Guide	The Sustainability Communication Guide (Japanese only), which contains a checklist and related rules to promote ethical advertising and communication, has been published and is used as an internal checklist.	Japan	https://www.dentsu.co.jp/sustainability/sdgs_action/pdf/sustainability_communication_guide.pdf (Japanese only)
276	Management	2030 Social Impact Targets	As one of the strategies ("Digital for good"), it is positioned as a key issue below the management level.	dentsu	https://www.group.dentsu.com/en/sustainability/reports/2022/sustainability/ss2030.html
277	Management Process		Specialist departments for human rights awareness-raising, etc. provide consultancy services as required.	Japan	
278	Training		Specialist departments, such as Human Rights Awareness, provide programmes, including mandatory training.	Japan	
279	Initiative		Organizational efforts that include risk checks in our own creative operations, as well as collaboration with media companies (review departments) to ensure appropriate content distribution. The company's organizational efforts include careful checks within each creative department, as well as advisory services by specialized departments. For DEI-related issues, the Human Rights Enlightenment Department of the Dentsu Corporate One Legal & Compliance Office, and for Dentsu Inc. the Advertising Expression Consulting Department of the company's Creative Knowledge Center cooperates as needed.	Japan	

Responsible Media

No.	Category	Details	Data	Coverage	Website
280	Third Party Initiative	<p>The Japan Advertising Agencies Association & Japan (JAAA)</p> <p>Joint Industry Committee for Digital Advertising Quality & Qualify (JICDAQ)</p>	<p>As the leading company in the advertising industry in Japan, dentsu Japan has played a leading role in the industry since its inception. In addition to its activities as a group, as the leading company in the advertising industry, dentsu Japan leads the efforts of the industry as a whole. Dentsu Japan also plays a role in maintaining and improving the social responsibility of the advertising communications business by exercising leadership in the management of advertising-related organizations that are public in nature in cooperation with the media industry and clients.</p> <ul style="list-style-type: none"> Leadership in the advertising industry through the following initiatives <p>The 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. The dentsu Japan is also taking a leadership role in training and awareness-raising activities in the DE&I Committee and CSR Committee.</p> <p>As a member of the advertising industry (JAAA), dentsu Japan actively participates in JICDAQ (Japan Joint Industry Committee for Digital Advertising Quality & Qualify), 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 'countermeasures against invalid traffic' in the two business domains of advertising companies (ad buyers) and media companies (ad sellers).</p>	Japan	https://www.jaaa.ne.jp/en/about/about5/
281	Third Party Initiative	The Japan Advertising Review Organization (JARO)	<ul style="list-style-type: none"> Working through leadership in the advertising industry <p>The 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	https://www.jaro.or.jp/english/index.html
282	Third Party Initiative	Advertising Council Japan (AC)	<ul style="list-style-type: none"> Commitment through leadership in the advertising industry <p>We are developing CSR activities to send a responsible message to society through advertising.</p>	Japan	https://www.ad-c.or.jp/about_ac/english/about_ac.html

Social Contribution Activities

No.	Category	Details		Data				Coverage	Website
				FY2019	FY2020	FY2021	FY2022		
291	Donation Data	Amount of Donations	Japan	¥664,412,477	¥43,951,110	¥1,267,443,980	¥202,954,980	Japan	https://www.group.dentsu.com/en/sustainability/reports/
292	Donation Data		IM	¥14,364,164	¥935,297,756	¥555,284,038	¥219,556,677	International Markets	https://www.group.dentsu.com/en/sustainability/reports/
293	Donation Data		Group	¥808,054,171	¥979,248,866	¥1,822,728,018	¥422,511,657	dentsu	https://www.group.dentsu.com/en/sustainability/reports/

Third Party Verification

No.	Category	Details	Data	Coverage	Website
294	Third Party Verification	Third Party Verification	Some social data as undergone limited assurance by Lloyd's Register Quality Assurance Limited (LRQA). Assurances statements are available in [ESG data summary: third-party assurance] in the Integrated Report 2023.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf

Human Capital Development: Quantitative data for DENTSU Inc.

No.	Category	Details		Data				Coverage	Website
				FY2019	FY2020	FY2021	FY2022		
295	Human Capital Development Data	Average Hours of Training and Development per Employee	Total	N/A	N/A	33	43	DENTSU Inc.	
296	Human Capital Development Data	Average Amount Spent on Training and Development	Total	N/A	N/A	¥96,748	¥88,288	DENTSU Inc.	

Diversity, Equity and Inclusion: Quantitative data for DENTSU Inc.

No.	Category	Details		Data				Coverage	Website
				FY2019	FY2020	FY2021	FY2022		
297	Diversity Data	Number of Employees by Age Bracket	<30	1,141	1,131	1,006	854	DENTSU Inc.	
298	Diversity Data		30-39	2,309	2,159	2,071	1,727	DENTSU Inc.	
299	Diversity Data		40-49	1,897	1,856	1,818	1,662	DENTSU Inc.	
300	Diversity Data		50-59	1,437	1,459	1,338	1,138	DENTSU Inc.	
301	Diversity Data		60+	287	302	345	246	DENTSU Inc.	
302	Diversity Data	Percentage of Employees by Length of Service	<30	16.1%	16.4%	15.3%	15.2%	DENTSU Inc.	
303	Diversity Data		30-39	32.7%	31.3%	31.5%	30.7%	DENTSU Inc.	
304	Diversity Data		40-49	26.8%	26.9%	27.6%	29.5%	DENTSU Inc.	
305	Diversity Data		50-59	20.3%	21.1%	20.3%	20.2%	DENTSU Inc.	
306	Diversity Data		60+	4.1%	4.4%	5.2%	4.4%	DENTSU Inc.	

Employment: Quantitative Data for DENTSU Inc.

No.	Category	Details		Data				Coverage	Website	
				2019/12	2020/12	2021/12	2022/12			
307	Employee Data	Number of Employees	Total	Total	7,071	6,907	6,578	5,627	DENTSU Inc.	
308	Employee Data			Male	4,765	4,611	4,352	3,900	DENTSU Inc.	
309	Employee Data			Female	2,306	2,296	2,226	1,727	DENTSU Inc.	
310	Employee Data		Executive Officers, others	Total	49	31	34	27	DENTSU Inc.	
311	Employee Data			Male	45	29	32	25	DENTSU Inc.	
312	Employee Data			Female	4	2	2	2	DENTSU Inc.	
313	Employee Data		Managers	Total	1,753	1,706	1,611	1,389	DENTSU Inc.	
314	Employee Data			Male	1,587	1,543	1,445	1,265	DENTSU Inc.	
315	Employee Data			Female	166	163	166	124	DENTSU Inc.	
316	Employee Data		Non-managers	Total	3,470	3,388	3,235	3,088	DENTSU Inc.	
317	Employee Data			Male	2,391	2,317	2,169	2,070	DENTSU Inc.	
318	Employee Data			Female	1,079	1,071	1,066	1,018	DENTSU Inc.	
319	Employee Data		Contract employees	Total	681	698	599	260	DENTSU Inc.	
320	Employee Data			Male	313	310	263	112	DENTSU Inc.	
321	Employee Data			Female	368	388	336	148	DENTSU Inc.	
322	Employee Data		Clerical staff	Total	490	486	468	272	DENTSU Inc.	
323	Employee Data			Male	0	0	0	0	DENTSU Inc.	
324	Employee Data			Female	490	486	468	272	DENTSU Inc.	
325	Employee Data		Partners / senior staff	Total	218	265	314	213	DENTSU Inc.	
326	Employee Data			Male	174	216	253	177	DENTSU Inc.	
327	Employee Data			Female	44	49	61	36	DENTSU Inc.	
328	Employee Data		Part-timers, others	Total	85	65	50	29	DENTSU Inc.	
329	Employee Data			Male	51	31	25	16	DENTSU Inc.	
330	Employee Data			Female	34	34	25	13	DENTSU Inc.	
331	Employee Data		Assigned Employee	Total	325	268	267	349	DENTSU Inc.	
332	Employee Data			Male	204	165	165	235	DENTSU Inc.	
333	Employee Data			Female	121	103	102	114	DENTSU Inc.	

Employment: Quantitative Data for DENTSU Inc.

No.	Category	Details	Data				Coverage	Website	
			2019/12	2020/12	2021/12	2022/12			
334	Employee Data	Employee Composition Ratio	Executive Officers, others	0.7%	0.4%	0.5%	0.5%	DENTSU Inc.	
335	Employee Data		Managers	24.8%	24.7%	24.5%	24.7%	DENTSU Inc.	
336	Employee Data		Non-managers	49.1%	49.1%	49.2%	54.9%	DENTSU Inc.	
337	Employee Data		Contract employees	9.6%	10.1%	9.1%	4.6%	DENTSU Inc.	
338	Employee Data		Clerical staff	6.9%	7.0%	7.1%	4.8%	DENTSU Inc.	
339	Employee Data		Partners / senior staff	3.1%	3.8%	4.8%	3.8%	DENTSU Inc.	
340	Employee Data		Part-timers, others	1.2%	0.9%	0.8%	0.5%	DENTSU Inc.	
341	Employee Data		Assigned employee	4.6%	3.9%	4.1%	6.2%	DENTSU Inc.	
				2020/4	2021/4	2022/4	2023/4		
342	Recruitment Data	Number of New Graduates Hired	Total	122	115	97	120	DENTSU Inc.	
343	Recruitment Data		Male	66	63	52	58	DENTSU Inc.	
344	Recruitment Data		Female	56	52	45	62	DENTSU Inc.	
345	Recruitment Data		Female Ratio	45.9%	45.2%	46.4%	51.7%	DENTSU Inc.	
				FY2019	FY2020	FY2021	FY2022		
346	Recruitment Data	Number of Mid Career Recruits	Total	68	24	44	78	DENTSU Inc.	
347	Recruitment Data		Male	50	18	25	57	DENTSU Inc.	
348	Recruitment Data		Female	18	6	19	21	DENTSU Inc.	
349	Recruitment Data		Female Ratio	26.5%	25.0%	43.2%	26.9%	DENTSU Inc.	
350	Recruitment Data	Number of Employees Rehired after Retirement	Total	67	96	101	55	DENTSU Inc.	
351	Recruitment Data		Male	55	79	80	42	DENTSU Inc.	
352	Recruitment Data		Female	12	17	21	13	DENTSU Inc.	

Employment: Quantitative Data for DENTSU Inc.

No.	Category	Details	Data				Coverage	Website
			FY2019	FY2020	FY2021	FY2022		
353	Data	Average Age	Total	40.9	41.2	41.5	41.6	DENTSU Inc.
354	Data		Male	42.8	43.2	43.5	42.9	DENTSU Inc.
355	Data		Female	37.0	37.1	37.5	37.9	DENTSU Inc.
356	Data	Average Years of Service	Total	13.8	14.2	14.5	16.2	DENTSU Inc.
357	Data		Male	16.1	16.6	17.0	17.2	DENTSU Inc.
358	Data		Female	9.1	9.2	9.6	13.1	DENTSU Inc.
359	Data	Number of Childcare Leave Recipients	Total	232	205	205	192	DENTSU Inc.
360	Data		Male	164	150	155	140	DENTSU Inc.
361	Data		Female	68	55	50	52	DENTSU Inc.
362	Data	Total number of Eligible Childcare Leave Recipients	Total	N/A	250	267	210	DENTSU Inc.
363	Data		Male	N/A	195	217	158	DENTSU Inc.
364	Data		Female	N/A	55	50	52	DENTSU Inc.
365	Data	Childcare Leave Acquisition Rate	Total	N/A	82.0%	77.0%	91.0%	DENTSU Inc.
366	Data		Male	N/A	76.9%	71.4%	88.6%	DENTSU Inc.
367	Data		Female	N/A	100.0%	100.0%	100.0%	DENTSU Inc.
368	Data	Return to Work Rate from Leave due to Childcare, Nursing Care, etc.	Total	100.0%	100.0%	100.0%	100.0%	DENTSU Inc.
369	Data		Male	100.0%	100.0%	100.0%	100.0%	DENTSU Inc.
370	Data		Female	100.0%	100.0%	100.0%	100.0%	DENTSU Inc.

Occupational Safety and Health: Quantitative Data for DENTSU Inc.

No.	Category	Details	Data				Coverage	Website	
			FY2019	FY2020	FY2021	FY2022			
371	Data	Average of Annual Vacation Used	Total	12.6	9.3	12.7	14.8	DENTSU Inc.	
372	Data		Male	12.2	9.2	12.4	14.7	DENTSU Inc.	
373	Data		Female	13.4	9.5	13.4	15.0	DENTSU Inc.	
374	Data	Number of Annual Vacation Granted	Total	N/A	20	20	20	DENTSU Inc.	
375	Data		Male	N/A	20	20	20	DENTSU Inc.	
376	Data		Female	N/A	20	20	20	DENTSU Inc.	
377	Data	Usage Rate of Vacation Days	Total	62.8%	46.5%	63.5%	73.9%	DENTSU Inc.	
378	Data		Male	N/A	46.1%	62.0%	73.3%	DENTSU Inc.	
379	Data		Female	N/A	47.3%	67.0%	75.2%	DENTSU Inc.	
380	Data	Total Hours Worked per Employee (hours)	Total	1,903	1,838	2,023	1,957	DENTSU Inc.	

Notes on Data

No.	13	CT&T Personnel Composition Ratio	CT&T Personnel Composition Ratio for Japan is measured differently by each company. This includes headcount and other relevant factors.
No.	31	Revenue per Employee	Exchange rate 1GBP= 2019: ¥139.3, 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.9
NO.	32	Operating Profit per Employee	Exchange rate 1GBP= 2019: ¥139.3, 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.9
No.	47-49	Percentage of Female Workers in Management Positions (Level35-70: Above Managers including Executive Directors)	From 2022, treatment of companies in scope, reference date and seconded employees have changed resulting in difference calculation method from pervious disclosures.
No.	71	Percentage of Employees with Disabilities	In 2021, previous fiscal year figures were recounted.
No.	72	Number of Internal Reported Complaints(cases)	Main report content topics include internal harassment, improper treatment, fraud in business operations and misgivings about Company systems.
No.	73-75	Employee Engagement Survey Results	The scores of employee satisfaction and the recommend are the average scores of the respondents (five-step grades between 0-100). The engagement score is the average of the employee satisfaction and the recommend.
No.	88-127	Number of Employees / Managers	<ul style="list-style-type: none"> From 2022/12, the treatment of seconded employees in the calculation has been changed to "including seconded employees and excluding seconded employees" In Japan, management positions are counted; in International, Officer class is counted. For International, the female ratio is calculated excluding the four No Data members.
No.	129-137	Number of New Graduates Hired	<ul style="list-style-type: none"> From 2022, new graduates hired between January and December are counted. Some companies do not have gender breakdowns.
No.	138-148	Number of New Recruits	<ul style="list-style-type: none"> The data covers new hires who joined the company between January and December. Some companies do not have gender breakdowns.
No.	149-157	Number of Mid Career Recruits	<ul style="list-style-type: none"> The data covers new hires who joined the company between January and December. Some companies do not have gender breakdowns.
NO.	167	Recruitment Costs	Exchange rate 1GBP= 2019: ¥139.3, 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.9
NO.	171	Recruitment Cost per Person	Exchange rate 1GBP= 2019: ¥139.3, 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.9
No.	197-199	High-performer Turnover Rate	Coverage of 2019 data is limited to 45.5%.
No.	203-205	Number of Male Employees Utilizing Childcare Leave	From 2022, treatment of companies in scope, reference date and seconded employees have changed resulting in difference calculation method from pervious disclosures.
No.	206-208	Percentage of Male Employees Utilizing Childcare Leave	From 2022, treatment of companies in scope, reference date and seconded employees have changed resulting in difference calculation method from pervious disclosures.
No.	212	Total Monetary Compensation	Exchange rate 1GBP= 2019: ¥139.3, 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.9
No.	213-218	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 ratio of the average female compensation to the average male compensation.

Notes on Data

No.	219	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.	221	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.	237-239	Usage Rate of Vacation Days	From 2022, treatment of companies in scope, reference date and seconded employees have changed resulting in difference calculation method from pervious disclosures.
No.	271	Number of "Compliance Line" reports	Main report content topics include internal harassment, improper treatment, fraud in business operations and misgivings about Company systems.
No.	291-293	Amount of Donations	Exchange rate 1GBP= 2019: ¥139.3, 2020: ¥140.9, 2021: ¥151.1, 2022: ¥161.9 Donations = cash donations + value of in-kind media space leveraged

Governance

Corporate Governance

No.	Category	Details	Data	Coverage	Website
1	Approach		<p>With the Purpose of extending "an invitation to the never before" and the values set as "the 8 Ways," the Group shall aim for 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." The Group will reposition its business domains, where convergence of marketing, technology, and consulting is taking place, as "People-centered Transformation" and evolve into a corporation that will create 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 of the Board of Directors concerning 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>(Referenced from Corporate Governance Policy, Chapter 1, General Provisions)"</p>	dentsu	https://www.group.dentsu.com/en/about-us/governance/cgp.html
2	Policy	Corporate Governance Policy	Please refer to the Website.	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_202303_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

Corporate Governance

No.	Category	Details	Data	Coverage	Website
5	Board of Directors	Corporate Governance Implementation Structure	Please refer to the Website.	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/governance/structure.html
6	Board of Directors	Chairman of the Board	Tim Andree	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/leadership.html
7	Board of Directors	Independence Standards for Outside Directors	Please refer to the Website.	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/governance/isod.html
8	Board of Directors	Policy on Board Diversity	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, the policy for human resources development aimed at ensuring diversity, the policy for improving the internal environment, and its implementation status.	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/common/pdf/governance_202303_en.pdf
9	Board of Directors	Average Term in Office	3.1 years	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams174noticeE.pdf
10	Board of Directors	Evaluation of Effectiveness	The effectiveness of the Board of Directors is evaluated annually. The method, analysis results and evaluation of the effectiveness evaluation, and efforts for improvement in the future are described in the Notice of Convocation of the 174th Ordinary General Meeting of Shareholders [Evaluating the Effectiveness of the Board of Directors] and the Integrated Report 2023[Effectiveness of governance].	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams174noticeE.pdf https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf

Corporate Governance

No.	Category	Details	Data	Coverage	Website
11	Nominating Committee	Succession Planning	<p>By having the Nominating Committee conduct the following two main activities, (2) also functions as a talent pool formation device for (1), and has built a process for comprehensively gathering and reviewing information on human resources within the Dentsu Group. In this way, the Group is promoting comprehensive succession planning at the management level.</p> <p>Initiatives (1) Nominating Committee for directors and executive officers (2) Nominating Committee for other important positions (CxOs)</p> <p>(1) Nominating Committee for Directors and Executive Officers - Eestablished a should-be talent of skills, experience, and ability, which is compared with a pool of internal and external candidates during the selection process, in order to achieve our long-term vision for 2030. In the process, we also conduct assessments by outside experts and interviews with board members to ensure transparency and multifaceted perspectives. - In terms of succession planning, we are planning a practical approach to foster global leadership by having candidates take key positions globally. - For CEO, we have established alternative candidates (emergency candidates) in the event of a contingency in addition to the normal succession plan. Requirements for the position is being designed according to the contingency scenario to ensure identifying the right personnel.</p> <p>(2) Nominating Committee for other key positions (CxOs) - The leaders of each region, service area, and corporate division hold annual "People Discussions" with the CEO and other senior management to discuss the status of key positions and development plans in their area each year. They use the globally unified metrics to visualize information on current and potential successors in key positions, and form and review the talent pool. - The development plans for talent pool is continuously discussed at committee meetings. Transfers of position is also discussed in order to intentionally create experience across countries and domains. - The following categories of training programs will be implemented other than work experience - a) training for Japanese executive officers, b) training to develop global business leaders, c) training for global female leaders, and d) other individual support such as assessment and coaching.</p> <p>a) Strengthen management literacy in areas such as corporate governance, finance, ESG, etc; 3 participants in FY2022 b) Business and leadership skills development program jointly developed with Duke University; 50 participants in FY2022/2023 c) Drive mindset change and develop skills through group work, with the aim of increasing the ratio of female leaders; 54 participants in FY2022</p>	Dentsu Group Inc.	
12	Board of Directors	Skill Matrix	<p>A skills matrix is included in the Corporate Governance Report [skills matrix] . The majority of the Audit Committee consists of independent outside directors who have finance /accounting skills, and the relevant directors are Directors Keiichi Sagawa, Mihoko Sogabe, and Yuka Matsuda.</p>	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/common/pdf/governance_202303_en.pdf

Corporate Governance

No.	Category	Details	Data															Coverage	Web site
			2019 Jan-Mar	2019 Mar after the re-election	2019 Apr-Dec	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			
13	Board of Directors	Directors	12	12	12	12	12	12	12	12	13	13	13	13	12	10	Dentsu Group Inc.		
14	Board of Directors	Independent Outside Directors	4	4	4	4	4	4	5	5	5	5	5	5	5	6	Dentsu Group Inc.		
15	Board of Directors	Female Directors	2	2	2	2	2	2	2	3	3	3	4	4	3	2	Dentsu Group Inc.		
16	Board of Directors	Number of Meetings	4	1	11	5	1	12	4	1	11	4	1	10	4	1	Dentsu Group Inc.		
17	Board of Directors	Attendance Rate	95.8%	100%	96.9%	93.3%	91.6%	97.9%	100%	100%	98.6%	98.1%	100%	100%	97.9%	100%	Dentsu Group Inc.		
		*Reorganized Audit Committee from Audit Supervisory Committee after the re-election in 2023	2019 Jan-Mar	2019 Mar after the re-election	2019 Apr-Dec	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			
18	Audit Committee	Members	4	4	4	4	5	5	5	5	5	5	6	6	6	4	Dentsu Group Inc.		
19	Audit Committee	Independent Outside Directors	3	3	3	3	4	4	4	4	4	4	5	5	5	4	Dentsu Group Inc.		
20	Audit Committee	Female Members	1	1	1	1	2	2	2	2	2	2	2	2	2	2	Dentsu Group Inc.		
21	Audit Committee	Number of Meetings	4	1	9	5	1	10	4	1	6	6	1	9	4	1	Dentsu Group Inc.		
22	Audit Committee	Attendance Rate	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Dentsu Group Inc.		

Corporate Governance

No.	Category	Details	Data														Coverage	Web site
		*Established Nomination and Compensation Advisory Committee in July 2019 (~March 2020) **Reorganized Nomination Advisory Committee after the re-election in 2020 *** Reorganized Nominating Committee after the re-election in 2023	2019 Jan-Mar	2019 Mar after the re-election	*2019 Apr-Dec	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		
23	Nominating Committee	Members	—	—	3	3	—	—	—	—	—	8	—	4	4	4	Dentsu Group Inc.	
24	Nominating Committee	Independent Outside Directors	—	—	2	2	—	—	—	—	—	5	—	3	3	3	Dentsu Group Inc.	
25	Nominating Committee	Number of Meetings *Exact frequency and attendance unknown	—	—	4	3*	—	—	—	—	—	2	—	6	1	1	Dentsu Group Inc.	
26	Nominating Committee	Attendance Rate *Exact frequency and attendance unknown **No record of attendance 1 out of 2 times	—	—	100%	100%*	—	—	—	—	—	**	—	91.6%	100%	100%	Dentsu Group Inc.	
		*Established Nomination and Compensation Advisory Committee in July 2019 (~March 2020) **Reorganized Compensation Advisory Committee after the re-election in 2020 ***Reorganized Compensation Committee after the re-election in 2023	2019 Jan-Mar	2019 Mar after the re-election	*2019 Apr-Dec	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		
27	Compensation Committee	Members	—	—	3	3	—	5	5	—	8	8	—	4	4	3	Dentsu Group Inc.	
28	Compensation Committee	Independent Outside Directors	—	—	2	2	—	3	3	—	5	5	—	3	3	3	Dentsu Group Inc.	
29	Compensation Committee	Number of Meetings *Exact frequency and attendance unknown	—	—	4	3*	—	6*	1	—	7	3	—	7	3	1	Dentsu Group Inc.	
30	Compensation Committee	Attendance Rate *Exact frequency and attendance unknown	—	—	100%	100%*	—	100%*	100%	—	98.2%	87.5%	—	100%	100%	100%	Dentsu Group Inc.	

Executive Compensation

No.	Category	Details	Data	Coverage	Website
31	Approach		Remuneration for directors is determined by resolution of the Compensation Committee in conjunction with the transition to a company with a Nominating Committee, etc. [Article 29 of the Articles of Incorporation, Chapter 4: Directors and the Board of Directors](Japanese Only). The concept of director compensation and the process of determining compensation are also explained in the Integrated Report 2023 [Executive compensation policy /Strategic shareholdings].	Dentsu Group Inc.	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf https://www.nikkei.com/nkd/disclosure/tdnr/20230330540092/ (Japanese only)
32	Policy		Policies and regulations regarding executive compensation (in terms of compensation levels, clawback/malus clauses, etc.) are explained in the Integrated Report 2023 [Executive compensation policy /Strategic shareholdings]. Also, Dentsu Group Inc. has instituted a variable remuneration for CEOs, such as deferred bonuses, as part of the Group's executive compensation, and variable remuneration guidelines including the timing of determination and the performance period covered are explained in the Integrated Report 2023 [Executive compensation policy /Strategic shareholdings] and the Annual Securities Report [Executive Compensation, etc.](Japanese only), and the Notice of Convocation of the 174th Ordinary General Meeting of Shareholders [Outline of Policy for Determining the Amount or Calculation Method of Executive Compensation for FY2022].	Dentsu Group Inc.	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf https://ssl4.eir-parts.net/doc/4324/yuho_pdf/S100QH0J/00.pdf (Japanese only) https://www.group.dentsu.com/en/ir/common/pdf/ams174noticeE.pdf
33	CEO Compensation Metrics		CEO compensation indicators and results are explained in the Notice of Convocation of the 174th Ordinary General Meeting of Shareholders [Outline of Policy for Determining the Amount or Calculation Method of Executive Compensation for FY2022]. English: FY2022: page 48 (49/71 in PDF), FY2021: page 46 (47/66 in PDF), FY2020: page 34 (35/52 in PDF), FY2019: page 43 (44/59 in PDF) CEO compensation is explained in the Annual Securities Report [Executive Compensation, etc.](Japanese only).	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams174noticeE.pdf https://ssl4.eir-parts.net/doc/4324/yuho_pdf/S100QH0J/00.pdf (Japanese only)
34	CEO-to-Employee Pay Ratio		11.1x. CEO to employee salary ratio is based on CEO Igarashi's compensation of 169 million yen (FY2022) and employee annual average salary (Dentsu Group Inc.) 15,203,833 yen (as of December 31, 2022).	Dentsu Group Inc.	https://ssl4.eir-parts.net/doc/4324/yuho_pdf/S100QH0J/00.pdf (Japanese only)
35	Stock Ownership Data		Shareholdings of directors are disclosed in the notice of convocation of the 174th Ordinary General Meeting of Shareholders. In addition, the shareholdings of the three executive directors are as follows; -Hiroshi Igarashi Current shareholdings: 6,159 shares Maximum value: 62,769 shares -Arinobu Soga Shares currently held: 3,201 shares Maximum value: 43,949 shares -Nick Priday Currently holds: 0 shares Maximum value: 233,495 shares	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams174noticeE.pdf

Risk Management

No.	Category	Details	Data	Coverage	Website
36	Promotion Structure	Risk Governance	<p>The risk management system is described in the Integrated Report 2023 [Risk management]. Dentsu is engaged in a variety of measures to minimize risks, such as future uncertainties that may impede the achievement of management objectives, and to use risks as opportunities.</p> <p>Under the corporate governance system, the Group Management Board (GMB) regularly discusses risk assessment and progress from a group-wide perspective.</p> <p>In 2023, with the transition to One dentsu, the newly established Group Risk Committee, as a subordinate committee to GMB, shall cover medium- to long-term strategic risks, while the four Regional Risk Committees shall cover operational risks.</p> <p>The Group Risk Committee monitors the identification, assessment, and response to risks and reports its findings to the GMB and ultimately to the "Board of Directors".</p> <p>ESG targets, including progress against dentsu's Scope 1 and 2 greenhouse gas reduction targets, and % of women in leadership, are included as non-financial indicators in the annual bonuses for senior management, which addresses "sustainability" risk management. Some members of the Board of Directors have management experience in other companies and are well-versed in risk management.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf
37	Internal Permeation	Process	<p>The risk management process is described in the Integrated Report 2023 [Risk management]. Dentsu Japan and International Markets each have whistleblower lines and measures or mechanisms that allow individual employees to proactively identify and report potential risks throughout the organization. In addition, dentsu Japan conducts an annual survey of Risk Committee members to evaluate the committee's operations and risk management itself and to identify points for improvement. International Markets conducts an annual review of the Risk Framework by the Risk & Audit team to review and implement improvements deemed necessary, which is approved by the International Markets Risk Committee.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf
38	Internal Permeation		<p>Dentsu Japan makes videos on compliance, cybersecurity and human rights protection available to all employees each year as mandatory viewing and as part of its risk management activities.</p> <p>At International Markets, training videos on risk management are uploaded to the company's intranet Neon, where they are available to all employees. Based on the Dentsu Group Human Rights Policy, training is provided on human rights education to prevent human rights violations in advertising expression, information security, and how to prevent violations of the UK Bribery Act of 2010 and the US Foreign Corrupt Practices Act (FCPA). (All of these training sessions are conducted at least once a year).</p> <p>International Markets provides annual risk management training to Risk Committee members and other senior management as deemed necessary, and under the IM Compliance Committee has developed a risk-based, multi-channel, integrated education and communication program utilizing a variety of technologies, including mandatory education on legal and compliance, the Dentsu Group Code of Conduct, and other key International Markets policies.</p>	dentsu	
39	Risk Assessment Results	Business Risk	<p>The major risks associated with the execution of the Group strategies, business, and other activities that may affect the decisions of investors are explained in the Annual Securities Report as [Business and Other Risks](Japanese Only). and its partial translation in English "Financial Report."</p>	dentsu	https://www.group.dentsu.com/en/ir/common/pdf/2023_finance.pdf https://ssl4.eir-parts.net/doc/4324/yuho_pdf/S100QHOJ/00.pdf (Japanese only)

Business ethics & Compliance

No.	Category	Details	Data	Coverage	Website
40	Policy	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 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 [Working with Integrity] 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
41	Anti-Bribery & Corruption Policy	Dentsu Group Anti-Bribery & Corruption Policy	<p>Dentsu Group Anti-Bribery & Corruption Policy clearly explains the definitions and prohibitions of bribery and facilitation payments, as well as the definition of actions deemed acceptable. Approval procedures and operational guidelines follow the internal guidelines, such as requiring superior approval for gifts over a certain amount.</p>	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/anti-bribery_corruption_policy_202301_en.pdf
42	Prevention of Conflicts of Interest Policy	Corporate Governance Policy & Report	<p>[Chapter2 Ensuring the Rights and Equal Treatment of Shareholders, 6. Related party transactions] of the Corporate Governance Policy describes the framework for appropriate monitoring to ensure that transactions between the Dentsu Group and its related parties, including its directors and executive officers, do not harm the interests of the Dentsu Group and its shareholders.</p> <p>Some compliance policies and regulations are explained in the Corporate Governance Report. For example, "Related Party Transactions" and "Conflicts of Interest" are described 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_202303_en.pdf
43	Prevention of Conflicts of Interest Policy	Code of Conduct	<p>In [Working with Integrity] 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> <p>Under this policy, internal rules applicable to the Dentsu Group, dentsu Japan, and International Markets have established internal rules that require employees to report to the Company any conflicts of interest, whether direct or indirect, between them and the company to which they belong, and take necessary action based on such reports to prevent any harm to the Company's interests.</p>	dentsu	https://www.group.dentsu.com/en/about-us/governance/codeofconduct.html
44	Business Ethics, Corruption and Anti-Bribery Policy for Suppliers	Supplier Code of Conduct	<p>Supply chain management is explained in the ESG Databook [Governance: Supply Chain Management].</p>	International Markets	https://assets-eu-01.kc-usercontent.com/7bf8ef96-9447-0161-1923-3ac6929eb20f/a2e69ae9-7377-4920-8716-f0980fd1fadd/Supplier%20CoC%2029%20June%202021.pdf
45	Business Ethics, Corruption and Anti-Bribery Policy for Suppliers	DENTSU Inc. Basic Procurement Policy/Procurement Guidelines	<p>When we start working with new business partners, we use our own criteria to assess whether we can do business with them and deal with corruption throughout the supply chain.</p> <p>We investigate past criminal and administrative punishments, and for those that are unknown and cannot be retrieved, we use the databases of our partner research companies to confirm more detailed company information.</p> <p>There are no fixed standards, and we try to respond as necessary according to the trends of the times and the prosperity of the business.</p> <p>Supply chain management is explained in the ESG Databook [Governance: Supply Chain Management].</p>	DENTSU Inc.	https://www.dentsu.co.jp/en/sustainability/compliance/

Business Ethics & Compliance

No.	Category	Details	Data	Coverage	Website
46	Internal Whistle Blower System		The whistleblowing system is explained in detail in the Integrated Report 2023 [Promoting compliance: Compliance program]. 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 whistleblower 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 set and the information is handled with strict information management to ensure confidentiality.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf
47	Monitor and Promotion Structure		Business ethics issues are addressed by the Group Compliance Committee, chaired by the Vice President Chief Governance Officer, and ultimately reported to the Board of Directors through the Group Management Board. Supervisory responsibility is with the Board of Directors. Materials and Minutes of Group Compliance Committee are submitted to and shared with the audit firm.	dentsu	
48	Risk Assessment		Business ethics risk management, including bribery and corruption, is described in detail in the Integrated Report 2023 [Promoting compliance: Compliance program]. A system is currently being put in place to conduct risk assessments with the appropriate members of management for compliance risks that need to be addressed, including bribery and corruption, based on each management team's perception of the risks and to monitor the status of the response.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf
49	Risk Management Process		<p>Risk management of business ethics, including bribery and corruption, is described in detail in Integrated Report 2023 [Promoting compliance: Compliance program]. As an internal monitoring system for detecting corruption, we conclude contracts with intermediaries, deal with high risks, confirm transfers of economic benefits, visit local offices in high-risk areas, check the contents of notifications submitted in accordance with the procedures of internal regulations, review cases of violations, and check 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 ensures that such guidelines are observed. In order to prevent inappropriate profit sharing, the Company has employees report the giving and receiving of economic benefits, and manages the situation. • [Intermediaries]To prevent the occurrence of bribery through third parties, contracts including 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 the procedures of internal rules] In order to prevent inappropriate profit sharing, employees are required to report to the company any financial benefits they receive and the compliance department manages the situation. • [Review of Violation Cases]The Compliance Department conducts reviews based on the information submitted by notifications. • [Confirmation of the use of the whistleblower line] The status of the use of the whistle-blowing line is checked by the compliance team and reported to the Group Compliance Committee in every half year. 	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf

Business Ethics & Compliance

No.	Category	Details	Data	Coverage	Website
50	Escalation Process		<p>Escalation of Group compliance matters is reported to the Compliance Committee of each region by the compliance officers of each dentsu Japan company, 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 reported to the Board of Directors through the Group Management Board.</p> <p>In order 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 education and penetration] Enhance training and disseminate necessary information through e-learning and intranet. • [Strengthen internal controls and revise internal regulations] Regularly review regulations to keep the compliance system up-to-date. • [Improvement of organizational structure] Establish compliance committees in each region under the Group Compliance Committee to formulate and disseminate regulations and rules to be complied with. 	dentsu	
51	Training	Code of Conduct Training	Training based on the Code of Conduct for thorough compliance is conducted once a year as mandatory training for all employees.	dentsu	
52	Training	Bribery Training	Training including on bribery as part of compliance is conducted once a year as mandatory training for all employees.	dentsu	
53	Training	Compliance Training	Compliance training is conducted every year as mandatory training for all officers and employees, including members of the Board of Directors.	dentsu	
54	Internal Permeation		As an internal anti-bribery communication, we inform all employees of our anti-bribery and corruption policy through e-learning and our company intranet.	dentsu	

Tax Transparency

No.	Category	Details	Data	Coverage	Website
55	Policy	tax policy	<p>Commitment to comply with the law and to tax fairness in all countries of operation P3 「INTRODUCTION」 P4 「TAX MISSION STATEMENT」 P5 「TAX STRATEGY – TAX COMPLIANCE」 P7 – P8 「TAX COMPLIANCE – Title on P7 and 1 – 6th bullet points」</p> <p>Avoiding to use tax havens P3 「INTRODUCTION」 P13 「TAX OPTIMISATION – 1 – 3rd bullet points」</p> <p>Commitment not to transfer created value to low-tax jurisdictions P3 「INTRODUCTION」 P5 「TAX STRATEGY – TAX OPTIMISATION – 4th bullet points」</p> <p>Explanation of the position of the responsible person at board level as a tax policy overseen by the board P11 「TAX RISK MANAGEMENT – 2nd bullet points」</p>	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/dentsu-Company-Tax-Strategy-Document2023_en.pdf
56	System		The 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	

Supply Chain Management

No.	Category	Details	Data	Coverage	Website
57	Policy	Supplier Code of Conduct	<p>Our Supplier Code of Conduct covers issues including Forced labor, Child labor, Working conditions, Occupational health and safety, Discrimination and harassment, Freedom of associations and collective bargaining, GHG emissions and energy consumption, Pollution prevention and waste management, Resource efficiency, Biodiversity, Anti-corruption and conflict of interest, and Anti-competitiveness and all global, UK and US suppliers must accept these as part of their onboarding process.</p> <p>At this stage, Supplier Code of Conduct is a policy for suppliers that refers to ESG, but we have a plan to roll out a sustainable procurement policy that goes deeper into some of these issues.</p> <p>We also have a Global Contracts and Purchase to Pay Policy in place.</p>	International Markets	https://assets-eu-01.kc-usercontent.com/7bf8ef96-9447-0161-1923-3ac6929eb20f/a2e69ae9-7377-4920-8716-f0980fd1fadd/Supplier%20CoC%2029%20June%202021.pdf
58	Policy	Dentsu Basic Procurement Policy/ 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." In response to the code, Dentsu Inc. has established the Dentsu Procurement Policy and the Dentsu Procurement Guidelines to ensure that fair business practices are carried out. In addition, the following related policies are also used as standards for fair business practices.</p> <p>Related policies: Dentsu Group Code of Conduct/Dentsu Basic Procurement Policy/Dentsu Procurement Guidelines/Dentsu Group Basic Policy for Information Security/Environmental Policy</p>	Japan	https://www.dentsu.co.jp/en/sustainability/compliance/

Supply Chain Management

No.	Category	Details	Data	Coverage	Website
59	Strategy	Supplier Management Strategy	<p>Dentsu Inc. inspects and registers suppliers with whom it places orders according to their credit status and order details they place.</p> <p>As of February 2022, for suppliers with new orders, the system will be used to check the information system requirements of those suppliers.</p> <p>In addition, the following nine items are presented to suppliers in the system, and suppliers are required to agree to the contents of these items.</p> <ul style="list-style-type: none"> (1) Dentsu Basic Procurement Policy (2) Dentsu Procurement Guidelines (3) Dentsu Group Basic Policy on Information Security (4) Dentsu Group Environmental Policy (5) Conclusion of the Basic Policy for Subcontracting Transactions (6) Payment Method (7) Use of the Dentsu Ordering System (8) Use of balance check (9) Use of the Partner Hotline <p>We are working to obtain the consent of suppliers who have already placed orders with us regarding the above items as needed.</p> <p>In principle, we conclude a basic outsourcing agreement for orders involving outsourcing, which is a comprehensive contract regarding transactions.</p>	Japan	
60	KPIs for Supplier Assessment and Development		<p>Our goal is to verify the information security of our business partners as we place orders with them, and to conclude a comprehensive basic outsourcing transaction agreement.</p> <p>In addition, we manage risk when placing orders by concluding comprehensive basic outsourcing transaction contracts with business partners.</p> <p>Although we have not concluded basic outsourcing transaction agreements with all suppliers, we plan to improve the rate of conclusion by closely examining the details of orders placed with suppliers.</p>	Japan	
61	Initiatives in Supplier Management		<p>As our efforts with business partners, the following activities have been carried out since 2018 as part of the reform of the way of working.</p> <ul style="list-style-type: none"> 1. As Work Style Reform in 2018, an association of advertisers, advertising companies, and production companies got together to formulate "Guidelines for Receiving and Placing Orders". 2. To disseminate and implement these guidelines, briefings were held within DENTSU.Inc and at partner companies, and advertisers were also asked to cooperate. 3. In the fall of 2018, the four advertising organizations published the "Advertising Production Process Management Handbook for New Ways of Working". 4. In addition to the operation of the confirmation letter, started measures such as requiring a kick-off meeting to be held at the start of work, while at the same time responding to requests from production companies for changes in estimates. 5. For graphic production companies, operation of the "Graphic Initial Response Sheet" was started. 6. Although it is a coronary disaster and infection control is a priority, once COVID-19 had settled down, a survey on labor environment improvement was conducted. <p>The results of the survey were shared with company, and on-site guidance was requested for problem areas. The survey is being conducted again this fiscal year.</p>	Japan	

Data Privacy & Cyber Security

No.	Category	Details	Data	Coverage	Website
62	policy	Group Global Data Protection Principles	Please refer to the Website.	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/global_data_protection_principles_202208_en.pdf
63	policy	Basic Policy on Personal Information Protection	In accordance with Act on the Protection of Personal Information, we make a commitment to notify the subject of any data breach.	dentsu	https://www.group.dentsu.com/en/termsofuse/privacypolicy.html
64	policy	Policies for European Union Member States, Iceland, Liechtenstein, Norway and the United Kingdom	Information processing defined as personal data under GDPR is used on a legal basis, and the purpose of use and legal basis are disclosed on our website.	dentsu	https://www.group.dentsu.com/en/termsofuse/gdpr.html
65	Promotion Structure	Governance	The handling of personal information is determined on the execution side. Governance of cybersecurity is also explained in the Integrated Report 2023 [Cyber Security: Governance & Risk].	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf
66	Management Structure	Risk Assessment and Customer Information Management Process	<p>Group's cybersecurity initiatives are also described in the Integrated Report 2023 [Cyber Security: Securing Our Operations].</p> <p>Group Cyber security has built an attack surface management program to identify, analyse, remediate and ultimately respond to any 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 test to attest our level of security posture.</p> <p>As for Incident Management, Dentsu maintains a group level Incident Management Policy and associated processes consisting of centralised and local incident teams. Employees are able to escalate incidents via their identified local or country-level incident teams. Technology systems and security platforms are monitored centrally and appropriate teams engaged for incident response when necessary following standard incident playbooks.</p> <p>International Markets (Business Continuity) Business Continuity Plans are developed and maintained in alignment with ISO22301</p> <p>dentsu Japan (Business Continuity) No information available for disclosure."</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf

Data Privacy & Cyber Security

No.	Category	Details	Data	Coverage	Website
67	Management Structure	Risk Assessment and Customer Information Management Process	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 evaluation. Our Group Acceptable Use policy outlines the types of inappropriate conduct that may result in disciplinary action, up to and including termination of employment.	dentsu	
68	Management Structure	Information Security Management System Certification Status	Dentsu operates an information security management system and maintains a range of industry recognised security certifications including ISO/IEC 27001:2013, both at a global and localised/service level . Dentsu's data centres are also maintained in ISO 27001 certified and compliant facilities. A number of key strategic services are also scoped for annual independent SSAE18 SOC1 & SOC2 assessments. A comprehensive cyber insurance policy providing coverage for cyber security incidents including information security breaches is maintained across all international markets.	dentsu	https://www.dentsu.co.jp/en/sustainability/compliance/
69	Internal Permeation	Cyber Security Training	Cybersecurity training is also described in Integrated Report 2023 [Cyber Security: Employee Awareness]. 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 behaviours. This is delivered through our learning management system and includes proof of learning and policy attestation. Completion rates are tracked and reported to management. Our training curriculum includes: <ul style="list-style-type: none"> - Key policy messaging - Emerging cyber threats and current risks - Physical security - Email security - Web and social media security - Phishing - Portable device storage - Remote working - Information classification 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.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf

Data Privacy & Cyber Security

No.	Category	Details	Data	Coverage	Website
70	Fault Management		<p>Our vulnerability management programs continuously scan our environment to identify gaps, assess new risks and mitigate promptly through a combinations of activities.</p> <ul style="list-style-type: none"> - Network-based scans to identify possible network security attacks and vulnerable systems on our network. - 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, mis-configurations and open ports. - Application scans to detect known software vulnerabilities and mis-configurations in network and web applications. - Application penetration tests of high risk applications. <p>Internal assessments of our broader control environment are conducted for corporate governance, client compliance, and risk management purposes.</p> <p>A dedicated Internal Audit team (third line of defense) , develops an executes a cyber security audit plan. The audits are classified into management audits and penetration tests, and are utilized to specialized external company where needed.</p> <p>Each year, internal audits required by ISO/IEC27001 are also conducted.</p>	dentsu	
71	Fault Management	Independent Assurance	<p>The independent assurance is also described in the Integrated Report 2023 [Cyber Security: Our Security Program].</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 programme. Additionally, "Red Team" exercises are performed that simulate targetted 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-report2023_all.pdf

External Evaluation

Certification

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Notes	Website
1	ISO 14001	ISO 14001: 2004 certification	2005/5	ISO	DENTSU Inc. & Group companies	On June 5, 2006, the company 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-	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., Information Services International-Dentsu, Ltd., SPORTS Edge Inc., CARTA HOLDINGS, Inc., DENTSU PROMOTION EXE Inc., Dentsu Event Operations Inc., ISID Intertechnologies, Ltd., ESTECH Corporation, ITID, Ltd., ISID-AO, Ltd., ISID FAIRNESS, Ltd.	Currently, 19 companies are ISO 14001:2015 certified.	https://www.dentsu.co.jp/en/sustainability/environmentprotection/
3	Certified Health & Productivity Management Outstanding Organizations Recognition Program	White 500	2021/3/8	Ministry of Economy, Trade and Industry/Japan Health Council	CARTA COMMUNICATIONS Inc.		https://www.cci.co.jp/en/news/11739/
4	Certified Health & Productivity Management Outstanding Organizations Recognition Program	2022 Certified Health & Productivity Management Outstanding Organizations Recognition Program (under the large enterprise category)	2022/3/11	Ministry of Economy, Trade and Industry/Japan Health Council	Dentsu Creative X Inc.		https://www.dentsu-crx.co.jp/news/533/ (Japanese only)

Certification

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Notes	Website
5	Certified Health & Productivity Management Outstanding Organizations Recognition Program	2022 Certified Health & Productivity Management Outstanding Organizations Recognition Program (under the large enterprise category)	2022/3/11	Ministry of Economy, Trade and Industry/Japan Health Council	DENTSU MEITETSU COMMUNICATIONS Inc.		https://www.dm-c.co.jp/news/entry-129.html (Japanese only)
6	Eruboshi	3-star (Highest) Eruboshi certification	2021/7/16	Ministry of Health, Labour and Welfare	Information Services International-Dentsu, Ltd.		https://www.isid.co.jp/news/release/2021/0817.html (Japanese only)
7	Eruboshi	3-star (Highest) 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)
8	Eruboshi	3-star (Highest) Eruboshi certification	2021/9/8	Ministry of Health, Labour and Welfare	The Goal Inc.		https://www.thegoal.jp/wp-content/uploads/2021/09/3db3fda65383fb7e9f6a25ede73b22e3.pdf (Japanese only)
9	Eruboshi	3-star (Highest) Eruboshi certification	2022/6/2	Ministry of Health, Labour and Welfare	Dentsu Creative Force Inc.		https://www.dcf-d.co.jp/about/ (Japanese only)
10	Eruboshi	3-star (Highest) Eruboshi certification	2023/2/27	Ministry of Health, Labour and Welfare	Dentsu Casting and Entertainment Inc.		https://www.dentsucasting.co.jp/news/news_20230330.html (Japanese only)
11	Eruboshi	3-star (Highest) Eruboshi certification	2023/7/13	Ministry of Health, Labour and Welfare	PR Consulting Dentsu Inc.		https://www.dentsuprc.co.jp/releasestopics/news_releases/20230713.html (Japanese only)
12	Pride Index	Gold (Highest)	2022/11/10	work with Pride	Dentsu Group Inc.		https://www.group.dentsu.com/en/news/release/000873.html
13	Pride Index	Gold (Highest)	2022/11/10	work with Pride	Dentsu Digital Inc.		https://www.group.dentsu.com/en/news/release/000873.html
14	Pride Index	Gold (Highest)	2022/11/10	work with Pride	SEPTENI HOLDINGS CO., LTD.		https://www.group.dentsu.com/en/news/release/000873.html

Certification

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Notes	Website
15	Pride Index	Sliver	2022/11/10	work with Pride	PR Consulting Dentsu Inc.		https://www.group.dentsu.com/en/news/release/000873.html
16	Pride Index	Sliver	2022/11/10	work with Pride	Dentsu Hokkaido Inc.		https://www.group.dentsu.com/en/news/release/000873.html
17	Nikkei SDGs Management Survey	4 stars	2022/11/18	Nikkei Inc.	Dentsu Group Inc.		https://www.group.dentsu.com/jp/news/release/000869.html (Japanese only)
18	SURVEY NIKKEI Smart Work	4.5 stars	2022/11/18	Nikkei Inc.	Dentsu Group Inc.		https://www.group.dentsu.com/jp/news/release/000852.html (Japanese only)
19	Top 30 Employer	Awarded every year from 2019-2022	2022/9/27	Working Families	Dentsu UK		https://workingfamilies.org.uk/news/top-10-employers-for-working-families-2022/
20	Corporate Equality Index	perfect score of 100	2022/2/1	Human Rights Campaign Foundation	Dentsu International Ltd.	DI was selected as one of the "Best Places to Work for LGBTQ+ Equality."	https://www.hrc.org/resources/best-places-to-work-for-lgbtq-equality-2022
21	Stonewall Top 100 Employers 2023	72nd (top in media industry) (also in 2019, 2020, 2022 each year.)	2022/1/20	Stonewall Equality Limited	Dentsu UK		https://www.stonewall.org.uk/top-100-employers/full-list

Award

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Notes	Website
22	Microsoft Advertising Partner Award	Marketing with Purpose Award	2022/2/10	Microsoft	Dentsu International Ltd.	More Than That with Gia Peppers, an audio series produced by the dentsu for radio shows and podcasts, features a supply chain run entirely by blacks in the lead role.	https://about.ads.microsoft.com/en-us/blog/post/february-2022/microsoft-advertising-partner-awards-america-winners
23	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

Award

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Notes	Website
24	Podcast of the Year	Best Diversity and Inclusion Podcasts	2022/8/7	AdWeek	Dentsu International Ltd.	The audio series More Than That with Gia Peppers	https://www.adweek.com/media/s ee-all-the-2022-adweek-podcast-of-the-year-awards-winners/
25	Good Design Award	Gold Award	2017/10/4	Japan Institute of Design Promotion	DENTSU Inc. , Dentsu Creative X Inc.	INDUSTRIAL JP" is a label that produces music and videos based on the sounds made by analog manufacturing machines in town factories.	https://www.g-mark.org/en/gallery/winners/9de44cfd-803d-11ed-af7e-0242ac130002
26	Good Design Award	One of the award winners	2020/10/5	Japan Institute of Design Promotion	DENTSU Inc.	The "Chime Renovation Project" is a project in which employees who are good at music played and arranged the chimes that are played at regular intervals in the company, and took on the challenge of transforming the workplace through the ears.	https://www.g-mark.org/en/gallery/winners/9e40b944-803d-11ed-af7e-0242ac130002?companies=7de36769-0f9a-4363-9c9d-e985c3e182fd&years=2020
27	Good Design Award	One of the award winners	2021/11/12	Japan Institute of Design Promotion	DENTSU Inc.	HAPTIC FIELD is a device that allows visually impaired people to watch Blind Soccer®, a sport for the visually impaired, in real time through the sense of touch with their hands.	https://www.g-mark.org/en/gallery/winners/9e5ef425-803d-11ed-af7e-0242ac130002?companies=7de36769-0f9a-4363-9c9d-e985c3e182fd&years=2021
28	Good Design Award	One of the award winners	2022/10/7	Japan Institute of Design Promotion	DENTSU Inc.	TENTEN is a tool for writing Braille on business cards made by recycling disaster prevention helmets and clear files that are about to be replaced.	https://www.dentsu.co.jp/news/to pics/2022/1007-010559.html (Japanese only)
29	Workplace Wellbeing Awards	Silver	2021-22	Mind	Dentsu International Ltd.		https://www.mind.org.uk/workplac e/workplace-wellbeing-index/index-awards-2021-22/silver-achieving-impact/
30	Employer Index 2022	The Top 75 Employers in 2022 (ranking 61st)	2022/12	Social Mobility Foundation	Dentsu UK & Ireland	The only agency ranked in the index.	https://index.socialmobility.org.uk/
31	The Top 30 Employers in 2022	Places 11-30	2022/9/27	Working Families	Dentsu UK & Ireland		https://workingfamilies.org.uk/em ployers/benchmark/the-top-30-employers-in-2022/

Award

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Notes	Website
32	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.persol-career.co.jp/pressroom/news/corporate/2023/0230508_01/?fsi=AZx0H1LU (Japanese only)
33	4A's Foundation MAIP Holding Company Agency of the Year, 2021	2021 Agency of the Year Award Winner	2022/4/25	The 4A's Foundation	Dentsu Digital Inc.		https://foundation.aaaa.org/agency-of-the-year.html
34	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)
35	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)
36	Global Good Awards 2022	Global Good Company of the Year Joint BRONZE	2022/10/24	Global Good Communications Limited	Dentsu International Ltd.		https://globalgoodawards.co.uk/2022-global-good-award-winners/
37	WORLD MEDIA AWARD 2021	Grand Prix/Social Good Award	2021/9/9	World Media Group	Dentsu International Ltd.	Drawing the line against malaria to help end it for good	https://world-media-group.com/awards/2021-winners/
38	The Drum Awards	Grand Prix, Campaign of the Year (not for profit)	2021/7/8	The Drum	Dentsu International Ltd.	Drawing the line against malaria to help end it for good	https://www.thedrum.com/news/2021/12/08/the-drum-awards-social-purpose-winners-revealed-see-2021s-difference-making
39	THE 6TH ANNUAL SHORTY IMPACT AWARDS	Winner in PUBLIC HEALTH	2021/11/1	Shorty Awards LLC.	Dentsu International Ltd.	Drawing the line against malaria to help end it for good	https://shortyawards.com/2021-impact/dentsu-draws-the-line-against-malaria-to-help-end-it-for-good

Evaluation

No.	Title	Details	Data Acquired Year	Host	Coverage	Notes	Website
40	GX500	BB(119)	2023	Nikkei Inc.	Dentsu Group Inc.		
41	Toyo Keizai CSR Survey	105/1702	2022	TOYO KEIZAI Inc.	Dentsu Group Inc.		
42	ESG Finance Awards Japan	Environmental Sustainable Company Division C-	2022	Ministry of Environment	Dentsu Group Inc.		
43	Nikkei Integrated Report Award	60.3/100	2022	Nikkei Inc.	Dentsu Group Inc.		
44	GPIF's Domestic Equity Managers' Choice for Outstanding Integrated Report and Highly Improved Integrated Report	Highly improved integrated report' Number of votes 1	2022	GPIF	Dentsu Group Inc.		

CR Award

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Notes	Website
45	Spikes Asia 2022	Dentsu named No.2 Most Creative Network with multiple awards including six Grand Prix at Spikes Asia 2022	2022/3/3	Ascential plc	dentsu		https://www.group.dentsu.com/en/news/release/000669.html
46	Cannes Lions 2022	Regional Network of the Year (Asia)	2022/6/24	Ascential plc	dentsu		https://www.group.dentsu.com/en/news/release/000747.html
47	Cannes Lions 2022	Agency of the Year	2022/6/24	Ascential plc	Dentsu Creative Bengaluru		https://www.group.dentsu.com/en/news/release/000747.html
48	Spikes Asia 2023	Agency of the Year by Market	2023/3/9	Ascential plc	DENTSU Inc.		https://www.dentsu.co.jp/news/topics/2023/0310-010593.html (Japanese Only)
49	Cannes Lions 2023	Regional Network of the Year (Asia)	2023/6/26	Ascential plc	dentsu		https://www.group.dentsu.com/en/news/release/000976.html
50	Cannes Lions 2023	Agency of the Year - Craft	2023/6/26	Ascential plc	DENTSU Inc.		https://www.dentsu.co.jp/news/topics/2023/0626-010621.html (Japanese Only)

Inclusion in ESG-Related Investment Indexes

No.	Title	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Coverage
51	FTSE Index	–	–	FTSE4Good FTSE Blossom Japan	FTSE4Good FTSE Blossom Japan	FTSE4Good FTSE Blossom Japan	FTSE4Good FTSE Blossom Japan	FTSE4Good FTSE Blossom Japan	Dentsu Group Inc.
52	FTSE Index	–	–	–	–	–	FTSE Blossom Japan Sector Relative	–	Information Services International-Dentsu, Ltd.
53	DJSJ Index	Asia Pacific	Asia Pacific	Asia Pacific	Asia Pacific	Asia Pacific	Asia Pacific	–	Dentsu Group Inc.

Initiative

Initiative

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Notes	Website
1	UN Global Compact (UNGC)	The Company joined the United Nations Global Compact	2023/7/3	The UN Global Compact	Dentsu Group Inc.		https://unglobalcompact.org/what-is-gc/participants/2839-Dentsu-Inc
2	World Business Council for Sustainable Development (WBCSD)	Joined WBCSD	2021/5/27	WBCSD	Dentsu Group Inc.		https://www.wbcsd.org/Overview/Our-members/Members
3	Science Based Targets Initiatives (SBTi)	Net-zero target approved by the Science Based Targets initiative (SBTi) →Agreeing to cut emissions to prevent going beyond 1.5°C.	2021	SBTi	Dentsu International Ltd.		https://sciencebasedtargets.org/companies-taking-action#dashboard
4	Task Force on Climate-related Financial Disclosures (TCFD)	Supported the G20-related Task Force on Climate-related Financial Disclosures	2022/10/6	Financial Stability Board	Information Services International-Dentsu, Ltd.		https://www.isid.co.jp/system/files/2023-04/ISID_TCFD_en.pdf
5	Task Force on Climate-related Financial Disclosures (TCFD)	Supported the G20-related Task Force on Climate-related Financial Disclosures	2023/7	Financial Stability Board	Dentsu Group Inc.		https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf
6	Japan Climate Leaders Partnership(JCLP)	Supporting Member	2023/7	Japan Climate Leaders Partnership	Dentsu Group Inc.		https://www.group.dentsu.com/en/news/release/000991.html
7	GX League	Supported GX League Basic Concept	2022/4	METI (Ministry of Economy, Trade and Industry)	DENTSU Inc.		https://gx-league.go.jp/member/#category2 (Japanese only)
8	GX League	Supported GX League Basic Concept	2022/4	METI (Ministry of Economy, Trade and Industry)	Dentsu Digital Inc.		https://gx-league.go.jp/member/#category2 (Japanese only)
9	GX League	Supported GX League Basic Concept	2022/4	METI (Ministry of Economy, Trade and Industry)	Information Services International-Dentsu, Ltd.		https://gx-league.go.jp/member/#category2 (Japanese only)
10	Japan Climate Initiative (JCI)	Joined JCI	2023/4	Japan Climate Initiative	DENTSU Inc.		https://japanclimate.org/ (Japanese only)
11	The Valuable 500	Endorsed and joined The Valuable 500	2022/8	The Valuable 500	dentsu Japan		https://www.dentsu.co.jp/en/news/release/2020/0727-010104.html
12	Women's Empowerment Principles (WEPs)	Endorsed and joined The WEPs	2012/9/17	Women's Empowerment Principles	Dentsu Group Inc.		https://www.weps.org/companies

Initiative

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Notes	Website
13	30% Club Japan	Endorsed and joined The 30% Club Japan (CEO)	2019/7/17	30% Club Japan	Dentsu Group Inc.		https://30percentclub.org/chapters/japan-2/
14	Business for Marriage Equality (BME)	Announced it endorsed	2022/10/11	Business for Marriage Equality	Dentsu Group Inc.		https://www.group.dentsu.com/en/news/release/000836.html
15	Partnering for Racial Justice in Business initiative	Becomes a partner	2021/1/1	World Economic Forum	Dentsu International Ltd.		https://www.weforum.org/projects/partnering-for-racial-justice-in-business
16	Chief Sustainability Leaders Community	Community members	2023/3	World Economic Forum	Dentsu Group Inc.		
17	Chief Diversity and Inclusion Officers Community	Community member; Dentsu submitted a case study in 2023	2023/3	World Economic Forum	Dentsu Group Inc.		https://www.weforum.org/projects/community-of-chief-diversity-and-inclusion-officers
18	Global Parity Consortium	Dentsu joined this initiative in 2022, and submitted a DEI lighthouse case in 2023	2022	World Economic Forum	Dentsu Group Inc.		https://www.globalparityconsortium.org/home
19	Alliance of CEO Climate Leaders	Member	2020	World Economic Forum	Dentsu Group Inc.		https://initiatives.weforum.org/alliance-of-ceo-climate-leaders/home
20	Partnering Against Corruption Initiative	Member	2022	World Economic Forum	Dentsu Group Inc.		https://www.weforum.org/communities/partnering-against-corruption-initiative
21	Green x Digital Consortium	Membership	2022/12	Japan Electronics and Information Technology Industries Association	Dentsu Group Inc.		https://www.gxdc.jp/members/ (Japanese Only)
22	Common Ground	Membership	2016/6/27	Common Ground	Dentsu Group Inc. DENTSU Inc.		https://www.globalcommonground.com/contributors/dentsu-and-dentsu-aegis-network
23	work with Pride 2023 Executive Committee	Participating Companies	2023/4/1	Become a partner	dentsu Japan		https://workwithpride.jp/ (Japanese Only)