

dentsu

Dentsu Group Inc.

ESG Data Book 2024

Coverage Indication

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

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

- Dentsu Group Inc.
- DENTSU Inc.

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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 & Global CEO: Hiroshi Igarashi	https://www.group.dentsu.com/en/about-us/data-location.html
4	Established		July 1, 1901* * Date of establishment under Dentsu Inc.'s former trade name before it was changed 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, 2023)	https://www.group.dentsu.com/en/about-us/data-location.html
6	Number of consolidated subsidiaries and affiliates		Consolidated subsidiaries: 808 companies Affiliated companies: 85 companies (as of December 31, 2023)	https://www.group.dentsu.com/en/ir/common/pdf/2024_finance.pdf
7	Number of employees	Consolidated	71,127 (as of December 31, 2023)	
8	Number of employees	Non-consolidated	165 (as of December 31, 2023)	https://www.group.dentsu.com/en/about-us/data-location.html
9	Department in charge		Group Sustainability Office, Dentsu Group Inc.	
10	Contact		Please refer to the Website.	https://contact.group.dentsu.com/m/en_total

Editorial Policy

No.	Category	Details	Data	Website
11	Publication		Dentsu's "ESG Data Book 2024" facilitates the comprehensive and detailed reporting of ESG data (information) in order to promote information disclosure to stakeholders, including shareholders and investors, and external evaluation organizations. The ESG Data Book has been published since 2023.	
12	Issue period		July 2024 (Next edition scheduled for publication in July 2025)	

Editorial Policy

No.	Category	Details	Data	Website
13	Reporting period		It focuses on activities during FY2023 (January 1, 2023 through December 31, 2023), but also refers to both preceding and more recent activities. If an aggregate definition changes, there will not be any recalculation retroactive to past fiscal years.	
14	Reporting organization		Dentsu Group and its Group companies in Japan and International. Company names are each as of July 2024.	
15	Third party Assurance		"GHG emissions," and "female managers ratio," have been audited (with limited assurance) by a third-party organization, KPMG AZUSA Sustainability Co., Ltd. The details are described in the Independent Assurance Report. https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf
16	Relationship with other reports		Dentsu's approach to sustainability has been disclosed to stakeholders in its Integrated Reports since 2016. The Integrated Report integrates financial and non-financial information, including management policies and business strategies for medium to long-term value creation. Some ESG data is also detailed in the Corporate Governance Report, the Financial Report, and on dentsu's website.	https://www.group.dentsu.com/en/sustainability/reports/
17	Reporting Standard		The Integrated Report and ESG Data Book reference GRI Standards. Dentsu has also published a GRI content index.	https://www.group.dentsu.com/en/sustainability/common/pdf/GRI2024.pdf
18	GRI content index		Please refer to the Website.	https://www.group.dentsu.com/en/sustainability/common/pdf/GRI2024.pdf

Dentsu's Sustainability

No.	Category	Details	Data	Website
19	Approach		For dentsu, sustainability is a prerequisite and the core of management to realize our purpose of "an invitation to the never before." Sustainability is not only about short-term profit, but also about medium- and long-term sustainability that goes beyond self-interest and aims for overall optimization from a supply chain, industry, society, and, ultimately, a global perspective. Dentsu aims to share these values with its stakeholders and build new relationships. The 2030 Sustainability Strategy, which was updated in 2024, aims to achieve sustainability for both dentsu and society by generating ideas for the future to solve the challenges facing society, based on our Purpose, Vision, and Management Policy. For more information on the position of the 2030 Sustainability Strategy within dentsu's philosophy, please refer to dentsu's website, the 2030 Sustainability Strategy, and Integrated Report 2024.	https://www.group.dentsu.com/en/philosophy/sustainability-strategy-2030.html https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf

Dentsu's Sustainability

No.	Category	Details	Data	Website
20	Governance		<p>With the Group's transition to a global management structure led by the Group Management Team in January 2023, the Group Sustainability Committee was established directly under the Group Management Board.</p> <p>Yuko Kitakaze, Global Chief Sustainability Officer, has chaired the Committee since January 2024. In 2024, the committee has eight members with diverse expertise and regional backgrounds. Members meet four times a year to monitor and evaluate from different perspectives our progress towards our goals in order to promote sustainability management. Since 2022, progress in promoting ESG related initiatives has been one of the factors reflected in the Group's Executive Incentive Program.</p>	https://www.group.dentsu.com/en/sustainability/
21	Materiality		<p>Dentsu set out the 2030 Sustainability Strategy to realize our purpose, "an invitation to the never before," in the face of changes in the external environment. Materiality is part of this strategy.</p> <p>To maximize corporate value for stakeholders, dentsu conducted a two-axis materiality assessment based on importance from management perspective and importance from stakeholders' perspective.</p> <p>This identified five material issues: 1) Business Ethics & Compliance / Data Security, 2) DEI, 3) Human Capital Development, 4) Climate Action, and 5) Innovation Leadership.</p> <p>The reasons for the identification of the material issues is based on the perspective of risks and opportunities disclosed in Integrated Report 2024.</p> <p>For details on the Materiality identification process, material issues, and KPIs, stakeholders and please refer to the Materiality page on dentsu's website.</p> <p>For information on the positioning of the material issues within dentsu's Value Creation Model, see the Value Creation Model page on the same website.</p>	https://www.group.dentsu.com/en/philosophy/materiality.html https://www.group.dentsu.com/en/philosophy/stakeholder.html https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
22	KPI and Performance		<p>Under the 2030 Sustainability Strategy, KPIs, and action plans have been set for each of the five material issues. The Group Management Team, a member of the Group Sustainability Committee, is responsible for their implementation of each material issues, and the Global Chief Sustainability Officer has overall responsibility.</p> <p>For more information on KPIs and action plans, please refer to dentsu's website and Integrated Report 2024. Note that in these KPIs, the ratio of female leaders and GHG emissions are non-financial indices for executive remuneration.</p>	https://www.group.dentsu.com/en/philosophy/materiality.html https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf

Environment

Environment Management

No.	Category	Details	Data	Coverage	Website
1	Policy	Environmental policy	<p>Climate change is an important issue that will have significant impact on society. The Group is also aware of the potential financial impacts as well as other diverse impacts; climate change may have on its shareholders, investors, partners, and customers. Climate Action is incorporated in our 2030 Sustainability Strategy as one of our material issues, and we have commitments to reduce our overall Scope 1-3 GHG emissions by 46.2% from 2019 levels by 2030 and to achieve net zero emissions by 2040, based on the Science-Based Targets initiative's Corporate Net-Zero Standard.</p> <p>These commitments are reflected in the Dentsu Group Environmental Policy, signed by the Global Chief Sustainability Officer, who is also responsible for tracking progress against them. The policy applies to all Group businesses and employees. For more information, please refer to the policy on the website. The Group has also made commitments to achieve 100% renewable energy by 2030 and to enable one billion people to make more sustainable choices by the same year. Progress against these KPIs is tracked and managed by the Group Sustainability Committee. Employee training is conducted in each market and region through independent programs, details of which are disclosed in Integrated Report 2024. Engagement with key business partners is set out in a separate Group policy. For information on how dentsu engages with public policy bodies and other bodies and lobbying on climate change, see the relevant ESG Databook section.</p>	dentsu	<p>https://assets-eu-01.kc-usercontent.com/7bf8ef96-9447-0161-1923-3ac6929eb20f/0961551f-b465-46dc-8271-828d33b92767/Dentsu%20Group%20Environment%20Policy.pdf</p> <p>https://www.group.dentsu.com/en/about-us/common/pdf/governance_202403_en.pdf</p>
2	Management structure	Environmental management system	<p>The Group Sustainability Committee (GSC) reports on environmental management to the Board of Directors via the Group Management Board in accordance with our Environmental Policy. The Group Sustainability Office serves as the GSC Secretariat and oversees the specific measures implemented by the sustainability promotion teams in each area. The detailed structure is disclosed in the Securities Report and the Corporate Governance Report. The Group is certified for its Environmental Management System (ISO 14001) and operates a management system in accordance with the requirements (target market: Japan).</p>	dentsu	<p>https://www.group.dentsu.com/en/about-us/common/pdf/governance_202403_en.pdf</p>
3	Targets		<p>Dentsu's net zero target is aligned with limiting global warming to 1.5°C to prevent the worst impacts of climate change. It includes a near-term target to reduce absolute greenhouse gas (GHG) emissions by 46.2% by 2030 across Scope1-3 (from a 2019 base year) and a long-term net zero target to reduce absolute GHG emissions across our entire value chain by 90% by 2040. Our focus is on GHG emissions reduction, and after reducing our absolute GHG emissions by at least 90% compared to our 2019 base year, we will neutralize the remainder through certified GHG removal projects. In 2023, we made progress in initiatives to expand the scope of our GHG reduction targets for our international operations that were certified validated by the Science Based Targets initiative (SBTi), the leading global standard for Paris-aligned target setting, to include the entire Group. Based on our 'Business Ambition for 1.5°C' commitment letter from 2022, we submitted new GHG reduction targets to SBTi for validation in 2024, and these are still under review as of July 2024. In addition, the Group properly manages and aggregates both water consumption and waste annually and discloses this information. Water use in the offices we occupy is mainly for sanitation purposes, and we are now considering setting appropriate targets for water conservation.</p>	dentsu	<p>https://www.group.dentsu.com/en/sustainability/reports/</p>

Environment Management

No.	Category	Details	Data	Coverage	Website
4	Third-party memberships	Policy on third-party memberships	<p>By applying the knowledge and experience gained from working with external stakeholders, we aim to improve our sustainable management, including our response to climate change.</p> <p>Led by the Global Chief Sustainability Officer and the Group Sustainability Office, dentsu has established strategic partnerships with the following organizations and initiatives through its memberships: World Economic Forum (Strategic Partner), WBCSD (Member), RE100 (Member), JCLP (Associate Member), CDP (Member), TCFD (Supporting Member), TNFD Forum (Member), TCFD Consortium (Member).</p>	dentsu	https://www.group.dentsu.com/en/sustainability/ https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
5	Third-party memberships and 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 230 leading businesses working together to accelerate the transition to a more sustainable and inclusive world. World Economic Forum Alliance of CEO Climate Leaders - dentsu's President and Global CEO is a member of the WEF CEO Alliance, a CEO-led community committed to bold climate ambition and accelerating the net zero transition. RE100 - As a member, dentsu is committed to source 100% renewable electricity across our global operations by 2030. UN Global Compact (UNGC) - dentsu 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, labor, 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 committed to the Business Ambition for 1.5°C campaign to set ambitious targets in line with a 1.5°C future to response the most devastating impacts of climate change. Ad Net Zero - dentsu is a founding global member of the Ad Net Zero, a global program that supports the advertising industry in addressing the climate crisis, and a local member in the US, UK, New Zealand and the UAE. Ad Green - dentsu is a founding member of Ad Green, which unites the advertising industry to eliminate the negative environmental impacts of production. Responsible Media Forum (RMF) - dentsu is a founding member of the RMF, a partnership between 27 leading media companies to identify and take action on the social and environmental challenges facing the sector . Conscious Advertising Network (CAN) - dentsu is a global member of CAN, a UK-based voluntary coalition of more than 150 organizations who share the vision to ensure industry ethics catch up with the technology of modern advertising. 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. Japan Climate Leaders' Partnership (JCLP) - dentsu is an associate member of the JCLP, a coalition of Japanese companies aiming for a sustainable, decarbonized society. 	dentsu	https://www.group.dentsu.com/en/sustainability/ https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf

Climate Change

No.	Category	Details	Data	Coverage	Website
6	Disclosure based on TCFD recommendations	Governance	<p>The Group discloses climate-related information each year based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The Group Management Board (17 members) is accountable for the Group's greenhouse gas (GHG) emissions, and remuneration of the Group Management Team, which consists of Group Management Board and Group Executive Management (11 members), is linked to performance against annual GHG reduction targets across Scope 1 and 2. Using 2019 emissions as the baseline volume, the Group aims to steadily and consistently reduce its total emissions by an equal amount each year to achieve a 46.2% reduction by 2030. Remuneration of Executive Management (17 members) at dentsu Japan is linked to performance against specified targets. We take detailed measurement of the Scope1-3 emissions in each of our four operating regions and are advancing specific measures to reduce overall Group-wide GHG emissions by at least 46.2% by 2030 and by at least 90% by 2040 compared to a 2019 baseline.</p>	dentsu	<p>https://www.group.dentsu.com/en/sustainability/reports/</p> <p>https://www.group.dentsu.com/en/sustainability/common/pdf/TCFDreport2024.pdf</p>
7	Disclosure based on TCFD recommendations	Risk management	<p>The Group identifies climate change and other sustainability-related risks to determine material issues to inform its current management strategies and to manage business risks. The 2030 Sustainability Strategy addresses the material issues, and the Group Sustainability Committee (GSC) meets quarterly to evaluate and manage progress towards the strategy. The Global Chief Sustainability Officer is responsible for overall risk management regarding the material issues, and each issue is assigned to relevant GSC executive sponsor. The Global Chief Sustainability Officer and Group Risk Committee are responsible for identifying when the strategies are not adequately progressing toward achieving the targets as planned and taking alternative action to ensure the strategies remain effective. The Group Risk Committee is responsible for applying a Group-wide enterprise risk management (ERM) approach to identify and assess material risks. Risk sponsors are selected and assigned to form and implement risk-response plans to prevent risks from arising and to mitigate the impact of risks that do arise. The pre-appointed risk sponsors submit reports and regularly monitor the status of the risk and risk-response plans. We analyzed climate-related risk scenarios over three time frames: short term (0–1 year), medium term (1–3 years), and long term (3–15 years). For each risk, the potential impact on operating profit was quantified and a threshold impact was set. The risks were then classified into seven categories of extremely high risk, high risk, low to moderate risk, normal operations, extremely large opportunity, large opportunity, and low to moderate opportunity. The risk assessments also included simulations with factors that, based on the Group's business structure, could delay achievement of net zero emissions to 2050 or later. The factors were destabilizing regulations, greenwashing regulations, disclosure requirements, carbon pricing, a changing energy landscape and energy costs, global GDP change and economic disruption, changing consumer behavior and consumption patterns, contentious clients and declining sectors, emerging sectors, reputational damage, increased severity and frequency of extreme weather events, and earlier and/or more severe climate change.</p>	dentsu	<p>https://www.group.dentsu.com/en/sustainability/reports/</p> <p>https://www.group.dentsu.com/en/sustainability/common/pdf/TCFDreport2024.pdf</p>

Climate Change

No.	Category	Details	Data	Coverage	Website
8	Disclosure based on TCFD recommendations	Strategy	<p>At dentsu, we actively manage climate-related risks, encompassing both physical and transition risks within our operations. We recognize the growing threat posed by extreme weather events and the evolving landscape towards a low-carbon economy. Acknowledging the increasing frequency and severity of extreme weather occurrences, such as floods, storms, typhoons, and heatwaves, we conduct thorough assessments to gauge the vulnerability of our physical assets and the potential impact on our employees and supply chains. Additionally, as we shift towards a low-carbon, global economy, we have identified transition risks arising from regulatory changes, market shifts, and technological advancements. To effectively address these risks, we adopt cross-functional collaboration among our teams. This concerted approach ensures the development of robust mitigation and adaptation plans at global, regional, and local levels. Our strategies include regular risk assessments, scenario analysis and exercises, business continuity planning, and safety protocols to protect our employees during extreme weather events. We also work closely with our suppliers to strengthen risk management practices. Our efforts are guided by a team of experts across our markets, incorporating local insights and best practices into our strategies. In line with our commitment to decarbonization, we have set ambitious reduction targets and are in the process of developing a comprehensive Climate Transition Plan. Within the transition planning process, we will identify the necessary funding requirements and associated costs for our decarbonization efforts allowing the prioritization of opportunities based on their cost-effectiveness. This prioritization will guide our budgetary allocation for decarbonisation, ensuring that investments are directed towards the most efficient measures. Dentsu continues to make significant financial commitments to support climate-related initiatives, procuring renewable energy and investment in ESG data analytics capabilities. We are also investing in sustainability expertise globally through recruitment and training programs. Our market-specific initiatives focus on energy reduction, awareness campaigns, and the integration of sustainable practices into our daily operations as well as in the service offering to clients. By embedding climate risk management into our broader business strategy, dentsu is dedicated to fostering resilience and sustainability in the face of climate change. For more information, please refer to the Dentsu Group TCFD Report 2024.</p>	dentsu	<p>https://www.group.dentsu.com/en/sustainability/reports/</p> <p>https://www.group.dentsu.com/en/sustainability/common/pdf/TCFDreport2024.pdf</p>
9	Disclosure based on TCFD recommendations	Metrics and targets	<p>The Group discloses climate-related information annually based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).</p> <p>The Group's climate change indicators and targets are as follows:</p> <ul style="list-style-type: none"> - Achieve a 46.2% absolute reduction in greenhouse (GHG) emissions by 2030 (Scope1-3) compared to a 2019 baseline - Achieve net-zero GHG emissions by 2040 (Scope1-3) - Achieve 100% renewable energy by 2030* <p>*Renewable energy in the context of dentsu's sustainability strategy and commitments refers to electricity generated from renewable sources. This definition aligns with RE100.</p> <p>For details on our progress towards our targets, please refer to the sections on GHG Emissions and Renewable Energy Ratio.</p>	dentsu	<p>https://www.group.dentsu.com/en/sustainability/reports/</p> <p>https://www.group.dentsu.com/en/sustainability/common/pdf/TCFDreport2024.pdf</p>

Climate Change

No.	Category	Details	Data	Coverage	Website
10	GHG emissions	Calculation methodology and data boundary	<p>Dentsu calculates its greenhouse gas (GHG) emissions in reference with the WRI GHG Protocol.</p> <p>Scope of calculation: Includes consolidated subsidiaries in Japan and abroad over which dentsu exercises managerial control. Consolidated subsidiaries that can be judged to have a negligible impact due to number of employees, type of use of bases, etc. are not included.</p> <p>Calculation methodology: Scope 1: Fuel used in buildings and vehicles x emission factor Scope 2: Electricity, heat and steam used in buildings and supplied by other companies x emission factor Scope 3:</p> <ul style="list-style-type: none"> • Category 1: IT and office-related purchase and lease costs, outsourcing costs, etc., as major procurement x emission factor • Category 3: Energy resource consumption (electricity, fuel, etc.) x emission factor • Category 4: Postal and courier costs x emission factor • Category 5: Weight of industrial and general waste, etc. x emission factor • Category 6: Transport and accommodation costs, distance travelled x emission factor • Category 7: Commuting or FTE (Full Time Equivalent) x emission factor • Category 13: Energy consumption of the leased company x emission factor • Category 15: Revenues of the investee company x emission factor <p>Excluded from calculation: Scope 1: Fugitive emissions are not included as dentsu is underway of working on data collection. Scope 3:</p> <ul style="list-style-type: none"> • Category 2: Excluded due to difficulties in collecting the data necessary to calculate emissions in Japan. Included in Scope 3, Category 1 for International. • Category 8: Emissions from applicable leases are calculated under Scope 1 and 2. • Category 9: Excluded because dentsu's products do not require transportation. • Category 10: Excluded because none of dentsu's products require further processing. • Category 11: Excluded due to minor impact. • Category 12: Excluded due to minor impact. • Category 13: Excluded in Japan because the company does not engage in rental businesses. • Category 14: Excluded because the company does not engage in franchise businesses. • Category 15: Excluded in Japan due to difficulties in collecting the data necessary to calculate emissions. 	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf

Climate Change

No.	Category	Details		Data					Coverage	Website
				FY2019 (baseline)	FY2020	FY2021	FY2022	FY2023		
11	GHG emissions	Scope 1+2 (tCO ₂ e)	Total	33,962	26,955	24,103	16,039	18,261	dentsu	https://www.group.dentsu.com/en/sustainability/commo n/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
12	GHG emissions		Japan	24,546	21,227	19,653	11,592	12,655	Japan	https://www.group.dentsu.com/en/sustainability/commo n/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
13	GHG emissions		Int.	9,416	5,728	4,450	4,447	5,606	International	https://www.group.dentsu.com/en/sustainability/commo n/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
14	GHG emissions	Scope 1 (tCO ₂ e)	Total	4,888	3,540	3,195	3,267	2,942	dentsu	https://www.group.dentsu.com/en/sustainability/commo n/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
15	GHG emissions		Japan	344	355	310	348	924	Japan	https://www.group.dentsu.com/en/sustainability/commo n/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
16	GHG emissions		Int.	4,544	3,185	2,885	2,919	2,018	International	https://www.group.dentsu.com/en/sustainability/commo n/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
17	GHG emissions	Scope 2 (tCO ₂ e)	Total	29,074	23,415	20,908	12,771	15,318	dentsu	https://www.group.dentsu.com/en/sustainability/commo n/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
18	GHG emissions		Japan	24,202	20,872	19,343	11,244	11,730	Japan	https://www.group.dentsu.com/en/sustainability/commo n/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
19	GHG emissions		Int.	4,872	2,543	1,565	1,527	3,588	International	https://www.group.dentsu.com/en/sustainability/commo n/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
20	GHG emissions	Scope 1+2+3 (tCO ₂ e)	Total	408,846	82,329	384,428	393,494	440,911	dentsu	https://www.group.dentsu.com/en/sustainability/commo n/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/

Climate Change

No.	Category	Details		Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
21	GHG emissions	Scope 3 (tCO ₂ e)	Total	374,884	55,374	360,325	377,456	422,651	Dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
22	GHG emissions		Japan	66,152	43,062	38,754	49,972	70,052	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
23	GHG emissions		Int.	308,732	12,312	321,571	327,485	352,599	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
24	GHG emissions	Scope 3 Category 1: Purchased goods and services (tCO ₂ e)	Total	265,960	25,615	316,082	294,923	310,775	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
25	GHG emissions		Japan	28,773	25,202	24,284	32,398	46,113	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
26	GHG emissions		Int.	237,187	413	291,798	262,525	264,662	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
27	GHG emissions	Scope 3 Category 2: Capital goods (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	N/A	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
28	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
29	GHG emissions		Int.	N/A	N/A	N/A	N/A	N/A	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/

Climate Change

No.	Category	Details		Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
30	GHG emissions	Scope 3 Category 3: Fuel- and energy-related activities (tCO ₂ e)	Total	8,813	5,481	10,779	8,254	10,166	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
31	GHG emissions		Japan	6,500	5,481	5,155	2,759	3,195	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
32	GHG emissions		Int.	2,313	N/A	5,624	5,494	6,971	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
33	GHG emissions	Scope 3 Category 4: Upstream transportation and distribution (tCO ₂ e)	Total	288	1,856	3,558	4,264	3,326	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
34	GHG emissions		Japan	0	1,856	2,978	3,416	2,525	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
35	GHG emissions		Int.	288	N/A	580	848	801	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
36	GHG emissions	Scope 3 Category 5: Waste generated in operations (tCO ₂ e)	Total	1,246	1,098	1,207	904	900	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
37	GHG emissions		Japan	424	596	931	611	481	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
38	GHG emissions		Int.	822	502	276	293	418	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/

Climate Change

No.	Category	Details	Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023	
39	GHG emissions	Scope 3 Category 6: Business travel (tCO ₂ e)	Total	79,417	16,370	9,909	35,899	62,906	dentsu https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
40	GHG emissions		Japan	25,406	4,973	3,055	8,893	14,139	Japan https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
41	GHG emissions		Int.	54,011	11,397	6,854	27,006	48,768	International https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
42	GHG emissions	Scope 3 Category 7: Employee commuting (tCO ₂ e)	Total	13,660	4,954	14,668	27,848	27,669	dentsu https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
43	GHG emissions		Japan	5,049	4,954	2,350	1,893	3,599	Japan https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
44	GHG emissions		Int.	8,611	N/A	12,318	25,955	24,070	International https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
45	GHG emissions	Scope 3 Category 8: Upstream leased assets (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	N/A	dentsu https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
46	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
47	GHG emissions		Int.	N/A	N/A	N/A	N/A	N/A	International https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/

Climate Change

No.	Category	Details		Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
48	GHG emissions	Total upstream (tCO ₂ e)	Total	369,384	55,374	356,203	372,092	415,742	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
49	GHG emissions		Japan	66,152	43,064	38,753	49,970	70,052	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
50	GHG emissions		Int.	303,232	12,312	317,450	322,121	345,690	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
51	GHG emissions	Scope 3 Category 9: Downstream transportation and distribution (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	N/A	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
52	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
53	GHG emissions		Int.	N/A	N/A	N/A	N/A	N/A	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
54	GHG emissions	Scope 3 Category 10: Processing of sold products (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	N/A	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
55	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
56	GHG emissions		Int.	N/A	N/A	N/A	N/A	N/A	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/

Climate Change

No.	Category	Details		Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
57	GHG emissions	Scope 3 Category 11: Use of sold products (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	N/A	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
58	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
59	GHG emissions		Int.	N/A	N/A	N/A	N/A	N/A	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
60	GHG emissions	Scope 3 Category 12: End-of-life treatment of sold products (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	N/A	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
61	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
62	GHG emissions		Int.	N/A	N/A	N/A	N/A	N/A	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
63	GHG emissions	Scope 3 Category 13: Downstream leased assets (tCO ₂ e)	Total	3,469	N/A	331	309	291	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
64	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
65	GHG emissions		Int.	3,469	N/A	331	309	291	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/

Climate Change

No.	Category	Details		Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
66	GHG emissions	Scope 3 Category 14: Franchises (tCO ₂ e)	Total	N/A	N/A	N/A	N/A	N/A	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
67	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
68	GHG emissions		Int.	N/A	N/A	N/A	N/A	N/A	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
69	GHG emissions	Scope 3 Category 15: Investments (tCO ₂ e)	Total	2,031	N/A	3,790	5,055	6,617	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
70	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
71	GHG emissions		Int.	2,031	N/A	3,790	5,055	6,617	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
72	GHG emissions	Scope 3 Total downstream (tCO ₂ e)	Total	5,500	N/A	4,121	5,364	6,908	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
73	GHG emissions		Japan	N/A	N/A	N/A	N/A	N/A	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
74	GHG emissions		Int.	5,500	N/A	4,121	5,364	6,908	International	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf https://www.group.dentsu.com/en/sustainability/reports/
75	GHG emissions	Scope 1+2+3 Intensity Ratio (tCO ₂ e/ JPY net revenue)	dentsu	0.435	N/A	0.373	0.352	0.317	dentsu	

Climate Change

No.	Category	Details	Data	Coverage	Website
76	Energy consumption	Targets and reduction policy	<p>'Planet', one of the core themes of our 2030 Sustainability Strategy, encompasses not only the global environment but also society as a whole, including the regions in which we operate. Maintaining a healthy planet is a key prerequisite for us to provide value through our business. In addition to reducing the environmental impact of our own activities, we leverage our unique position, in which we can collaborate with many stakeholders, including clients and consumers, to proactively carry out activities that create future possibilities.</p> <p>To achieve the goal of accelerating the transition to a low-carbon and sustainable consumer society, we have set the following KPIs and will promote action plans accordingly from 2024.</p> <ul style="list-style-type: none"> • Achieve net-zero greenhouse gas (GHG) emissions by 2040 (Scope 1-3) • Achieve a 46.2% absolute reduction in GHG emissions by 2030 (Scope 1-3), compared to a 2019 baseline • Achieve 100% renewable energy* by 2030 • Enable 1 billion people to make more sustainable choices by 2030 <p>* Renewable energy in the context of dentsu's sustainability strategy and commitments refers to electricity generated from renewable sources. The definition for renewable electricity has been aligned with RE100.</p> <p>In March 2024, the Dentsu Group Environmental Policy was updated to reflect the updated 2030 Sustainability Strategy - https://www.group.dentsu.com/en/about-us/common/pdf/environmental-policy_202403_en.pdf</p>	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
77	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. Japan uses the latest emission coefficients by electric utility published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. In International, dentsu uses the most recent direct emission factors published by both the UK government and the International Energy Agency (IEA).</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf
78	Energy consumption	Reduction efforts	<p>Dentsu aims to increase the use of renewable energy while reducing our overall energy consumption. We are actively promoting the following measures.</p> <ul style="list-style-type: none"> • Enabling remote work Group wide to lower energy consumption by reducing employee mobility. • Converting company gasoline vehicles to electric vehicles (EVs). • Switching to LED lighting and installing energy-saving motion sensors in offices. • Formulating and implementing a renewable energy strategy for procuring 100% renewable energy worldwide by 2030. • In 2023, the Group purchased renewable energy certificates and procured renewable electric power for the Shiodome Building, one of the Group's largest sites. • Stepping up employee education and training on sustainability and climate change. • Improving emissions data accuracy with a project to introduce Salesforce Net Zero Cloud to the Japan market and collect comprehensive Group emissions data beginning in 2024. 	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/environmental-policy_202403_en.pdf https://www.group.dentsu.com/en/sustainability/reports/

Climate Change

No.	Category	Details		Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
79	Energy consumption	Total electricity consumption (kWh)	Total	N/A	86,675,340	72,751,938	83,661,353	65,485,764	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
80	Energy consumption		Japan	N/A	40,558,484	39,000,509	52,333,195	24,045,088	Japan	https://www.group.dentsu.com/en/sustainability/reports/
81	Energy consumption		Int.	57,805,729	46,116,856	33,751,429	31,328,158	41,440,676	International	https://www.group.dentsu.com/en/sustainability/reports/
82	Energy consumption	Amount of renewable energy use (kWh)	Total	51,520,464	46,382,752	35,397,299	29,756,238	36,207,570	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
83	Energy consumption		Japan	N/A	5,435,758	4,408,044	210,441	1,293,723	Japan	https://www.group.dentsu.com/en/sustainability/reports/
84	Energy consumption		Int.	51,520,464	40,946,994	30,989,255	29,545,797	34,913,847	International	https://www.group.dentsu.com/en/sustainability/reports/
85	Energy consumption	Renewable energy usage rate (%)	Total	N/A	53.5%	48.7%	35.6%	55.3%	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
86	Energy consumption	Electricity consumption (GJ)	Int.	208,101	166,021	121,505	112,781	149,186	International	
87	Energy consumption	Gas consumption (GJ)	Int.	17,999	22,674	24,865	26,343	16,174	International	
88	Energy consumption	District heating consumption (GJ)	Int.	21,517	12,663	7,749	13,414	14,348	International	
89	Energy consumption	Total energy consumption (GJ)	Int.	247,617	201,538	154,119	152,538	179,708	International	

Climate Change

No.	Category	Details	Data						Coverage	Website
90	Water	Calculation methodology and data boundary	Scope of calculation: Includes consolidated subsidiaries in Japan and abroad over which dentsu exercises managerial control. Consolidated subsidiaries that can be judged to have a negligible impact due to number of employees, type of use of bases, etc. are not included.						dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf
91	Water	Reduction efforts	The Group does not set water usage reduction targets because, unlike the manufacturing industry, the primary use of water at its tenant facilities is for hygiene purposes. Awareness of water issues is part of our training and other efforts to raise environmental awareness.						dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/environmental-policy_202403_en.pdf
				FY2019	FY2020	FY2021	FY2022	FY2023		
92	Water	Water usage (m ³)	Total	776,321	497,525	367,482	201,817	401,381	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
93	Water		Japan	315,808	213,321	164,712	21,218	74,163	Japan	https://www.group.dentsu.com/en/sustainability/reports/
94	Water		Int.	460,513	284,204	202,770	180,599	327,218	International	https://www.group.dentsu.com/en/sustainability/reports/
95	Waste	Targets and reduction policy	<p>The Dentsu Group Environmental Policy commits to:</p> <ul style="list-style-type: none"> - Complying, as a minimum, with our compliance obligations including relevant environmental legislation, permits and other environmental requirements, such as the management of hazardous waste, the Waste Electrical and Electronic Directive (WEEE), and Restriction of Hazardous Substances (RoHS). <p>Although we do not have a specific waste target, dentsu collects and publicly reports our waste data annually.</p>						dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/environmental-policy_202403_en.pdf
96	Waste	Calculation methodology and data boundary	Scope of calculation: Includes consolidated subsidiaries in Japan and abroad over which dentsu exercises managerial control. Consolidated subsidiaries that can be judged to have a negligible impact due to number of employees, type of use of bases, etc. are not included.						dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf

Climate Change

No.	Category	Details	Data						Coverage	Website
97	Waste	Reduction efforts	<ul style="list-style-type: none">Complying with all environmental obligations, including hazardous waste management, environmental laws and regulations, permits, and requirements in accordance with the European Union’s Waste Electrical and Electronic Equipment (WEEE) Directive and Restriction of Hazardous Substances (RoHS).Regularly assessing and managing environmental risks and opportunities related to Group operations.Involving all stakeholders in the environmental management of Group business.Continuing to improve the Group’s environmental performance and integrating widely accepted environmental management best practices into our operations.Reducing resource consumption and improving resource usage efficiency.Managing our business operations to reduce our environmental impact and protect the environmentAcquiring, designing, renovating, locating, and using buildings with due consideration of environmental issues and energy performance. The Dentsu Group Environmental Policy is to disclose all environmental data on the Group corporate website.						dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/environmental-policy_202403_en.pdf
				FY2019	FY2020	FY2021	FY2022	FY2023		
98	Waste	Total volume of waste (kg)	Total	6,456,545	5,270,342	4,469,072	2,498,981	2,170,007	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
99	Waste		Japan	3,246,545	2,706,342	2,893,072	1,221,981	1,029,007	Japan	https://www.group.dentsu.com/en/sustainability/reports/
100	Waste		Int.	3,210,000	2,564,000	1,576,000	1,277,000	1,141,000	International	https://www.group.dentsu.com/en/sustainability/reports/
101	Waste	Total volume of landfilled waste (kg)	Int.	1,321,000	1,074,000	441,000	509,000	689,000	International	https://www.group.dentsu.com/en/sustainability/reports/
102	Waste	Total volume of incinerated waste (kg)	Int.	588,000	405,000	643,000	174,000	182,000	International	https://www.group.dentsu.com/en/sustainability/reports/
103	Waste	Total volume of recycled waste (kg)	Int.	1,301,000	1,085,000	492,000	594,000	270,000	International	https://www.group.dentsu.com/en/sustainability/reports/
104	Waste	Recycling Rate (%)	Japan	74.1%	80.6%	75.9%	65.6%	62.3%	Japan	https://www.group.dentsu.com/en/sustainability/reports/
105			Int.	40.5%	42.3%	31.2%	46.5%	23.7%	International	https://www.group.dentsu.com/en/sustainability/reports/

Climate Change

No.	Category	Details	Data	Coverage	Website
106	Supplier engagement	Policy on supplier engagement	<p>As part of our supplier onboarding, new global suppliers utilized by our global function's teams across our international operations are requested to complete ESG questions as part of their onboarding. These questions include whether suppliers:</p> <ul style="list-style-type: none"> • measure and report GHG emissions; • have an environmental management system in place; • report to CDP; and • have science-based targets and/or RE100-aligned targets. <p>This has been initially implemented for global functions and the UK market only because for these teams, procurement is managed centrally and utilizes the Coupa platform. This also covers our global technology spend, which is our largest spend area.</p>	UK and Global Functions indirect suppliers (non-media)	<p>https://www.group.dentsu.com/en/about-us/common/pdf/environmental-policy_202403_en.pdf</p> <p>https://www.group.dentsu.com/en/sustainability/reports/</p>
107	Engagement with public policy organizations	Policy on engagement with public policy organizations	<p>By applying the knowledge and experience gained from working with external stakeholders, we aim to improve our sustainability performance, including our response to climate change.</p> <p>Led by the Global Chief Sustainability Officer and the Group Sustainability Office, dentsu has established strategic partnerships with the following organisations and initiatives through its memberships: World Economic Forum (Strategic Partner), WBCSD (Member), RE100, JCLP (Associate Member), CDP (Supporter), TCFD (Supporting Member), TNFD Forum (Member), TCFD Consortium (Member).</p>	dentsu	<p>https://www.group.dentsu.com/en/sustainability/</p>
108	Third-party assurance		<p>Select environmental data has undergone third-party limited assurance by KPMG AZSA Sustainability Co., Ltd.</p> <p>The assurance statement is available here.</p>	dentsu	<p>https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf</p>

Notes on Data

No. 11-20	FY2019 (baseline)	<ul style="list-style-type: none"> The 2019 baseline figures are as of December 31, 2023. We submitted new GHG reduction targets to the Science-Based Targets initiative (SBTi) in 2024.
No. 11-75	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.
No. 11-84	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. 85	Renewable Energy Rate	<ul style="list-style-type: none"> The number is noted according to the RE100 definition. Including the purchase of renewable energy from adjacent markets, Dentsu Group's renewable energy rate increases as follows: 2020: 59.5%, 2021: 52.5%, 2022: 37.7%, 2023: 59.0%

Social

Human Capital Development

No.	Category	Details	Data	Coverage	Website
1	Structure		Data management for human capital development is led by the Global Chief HR Officer (CHRO), dentsu. 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.78-85: Diversity data (Japan and DGI results through 2022 are excluded due to definitions being under review)] [No.131-136: Employee engagement survey results].</p>	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
3	Strategy		Integrated Report 2024 [People Strategy] explains in detail.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
4	Human capital risk assessment		The risks are described as 'risks related to securing human resources' in Integrated Report 2024 [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-report2024_all.pdf
5	Training program	Program name: Succession Planning program	<p>At dentsu, we take a pro-active, strategic approach to executive succession planning, aiming to ensure we know:</p> <ul style="list-style-type: none"> • What roles and types of leaders we need to achieve our strategic ambition, make a positive impact on society, and ensure clients get great partnership from us • What talent we have internally, and what support is needed to enable them to thrive in their careers and deliver great work for our clients, today and tomorrow • What strategic external partnerships we might need, to bring in market-leading external talent, and to join our talented dentsu teams <p>Our Group Management Team (GMT) members are actively involved in succession planning and development conversations throughout the year. They set the tone from the very top of our organization, role-modelling how we can all nurture and develop great talent via targeted, thoughtful development that makes a real difference to both an individual employee and to our business.</p> <ul style="list-style-type: none"> • We have defined the behavioral requirements that dentsu leaders should embody as "dentsu Leadership Attributes (dLA)." These attributes define what is important to successfully lead dentsu now and in the future and will serve as significant guidelines for talent selection, evaluation, and development in our succession planning. • We have established a forum called "People Discussion," which utilizes dLA to discuss talent matters. Through this process, we aim to visualize high-potential talent and identify successor candidates. • For talent visualized through "People Discussion," we strategically design development programs as growth opportunities. For example, we have newly developed "dentsu Leadership Connect" to cultivate talent capable of delivering services at a high level by integrating multiple capabilities within dentsu. Additionally, we conduct global programs such as "Path of Tabai" to develop female leaders and accelerate their career progression, thus engaging in succession preparation activities for leadership. <p>Each Region takes a similar approach, in agile and diverse ways, as is appropriate for their business needs and talent. In-scope are our GMT positions, key market CEOs, and other business critical positions as defined by each Region. We track succession health, coverage & gender, to measure and enhance the impact of our investment in this work over time.</p>	dentsu	

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No.	Category	Details	Data	Coverage	Website
6	Training program	Annual required training	<p>Annual required training launches annually to employees across our all markets. Core topics include Code of Conduct affirmation, data protection & privacy, ethics and compliance, dentsu security, and intellectual property, with additional regional/market level required courses.</p> <p>Dentsu's annual required training program:</p> <ul style="list-style-type: none"> • Prepares our employees with the knowledge and skills needed to conduct business consistent with our standards of behavior and policies. • Mitigates ethical, reputational, and compliance risks at global, regional, and local levels to employees, the business, and clients. • Meets regulatory requirements. • Satisfies client and external audits which increasingly require proof of training. 	dentsu	
7	Evaluation and feedback systems	Performance development (to include goals and annual incentive plans)	Employees at dentsu undergo training in all aspects of our talent rhythm including providing feedback and goal-setting, with strategic priorities shared annually to ensure alignment between individual goals and company objectives. Regular performance discussions occur between employees and managers to monitor progress and performance assessments at year-end are based on goal achievement.	dentsu	
8	Evaluation and feedback systems	Senior leader town hall meetings	Senior leaders in markets have a regular cadence of bringing all employees together for the purpose of information sharing; ex: town halls.	dentsu	
9	Training program	Global learning experiences for Game Changing Talent	<p>At dentsu, we deliver three global learning experiences for our top talent and high potentials helping to develop our next generation of executive leaders. Our critical talent programmes are award-winning learning experiences.</p> <ul style="list-style-type: none"> • Game Changing Talent of dentsu (gct) - A virtual 12-month experiential learning & development programme for Game Changing Talent across all dentsu entities. It spans a range of career levels, from Professional through to Management and Director roles. gct has been specially designed to build soft skills and to inspire participants to (g) grow and (c) collaborate to accelerate personal and business (t) transformation - gct. • Path of Tabei - Inspired by pioneering mountaineer Junko Tabei, the learning experience progresses our journey toward gender equity by providing a platform for personal growth and career acceleration for our high potential leaders who identify as female. • eigyo - eigyo is our flagship global learning experience for game-changing talent, focused on integrated client leadership. Leveraging dentsu's Japanese heritage, eigyo enables participants to architect, orchestrate & deliver integrated solutions to solve clients' business challenges, elevating them to trusted advisor status. <p>All global learning experiences for critical talent include 360 assessment opportunities as well as coaching.</p>	International	
10	Training Program	Global learning experience for new managers: Guided Me2We	Guided Me2We is a new People Leader training built to support and develop first time managers at dentsu (levels 25-40) as they transition from independent contributors (Me) to people managers (We). The learning experience includes a blend of OnDemand eLearning through Dentsu University, facilitated discussion with peer networking, and Leadership Labs and covers critical topics like Building Team Engagement, Feedback, Emotional Intelligence, Navigating Conflict, and Leading through Change.	International	

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No.	Category	Details	Data	Coverage	Website
11	Training program	Live learning	Global Live learning sessions bring people together virtually to create conversations and shared learning opportunities for everyone at dentsu. We drive a learning culture grounded in curiosity, collaboration, and connection by driving a deeper understanding of ourselves, our business, and society to create long lasting impact. Sessions are offered two to three times per month and cover topics of Business Strategy, Strategic Skills, Thought Leadership, Health & Wellbeing, Diversity & Inclusion, and Our Work & Our Clients. Some examples include dentsu's Approach to Generative AI, Ad Spend, Navigating Change, The pace of progress - Media Trends, Intersectionality, and Mental Health. These are opt-in sessions and the number of participants varies based on the topic and time zone and can range between 50 all the way to 650 learners per event.	International	
12	Training program	Mentoring	There are several mentoring programs available to meet the development needs of our people including in market as well as for high-potential talent (HiPos). Mentoring is a developmental partnership through which one person shares knowledge, skills, information, and perspective to foster the personal and professional growth of someone else. The power of mentoring is that it creates a one-of-a-kind opportunity for collaboration, goal achievement, and problem-solving.	International	
13	Training program	Onboarding	We have a welcoming, inclusive, people-centric approach to our global onboarding experience for all new hires – enabling speed to productivity and a positive experience from the moment they are offered the role. Over the course of 90 days, new joiners learn about our business and culture, our clients, how we positively impact society, our commitments to our DEI initiatives, and how they can cultivate a lasting and purposeful career at dentsu. As a result of our holistic approach to onboarding and induction, they also have the opportunity to connect and collaborate with their new colleagues within their market and across the globe.	International	
14	Training program	dJ Training System	<p><Objective> At dentsu Japan, the key issues are to spread the Dentsu Group Purpose “an invitation to the never before” and Values “The 8 ways” to all dJ employees and to develop professional human resources in order to become an “Integrated Growth Partner”. In line with the policy in the strategic human resources area of “Maximizing Human Resource Value,” we formulate and promote various training programs and provide training support to each dJ brand. We also take advantage of the economies of scale of dentsu Japan as a whole, share the assets of each brand as educational content, and develop and share training programs that would be difficult for each brand to implement on its own.</p> <p><Contents> As part of the “dJ Training System,” we provide online and group training programs in the following areas: (1) Business domain (AX-CX, BX-DX) (2) Corporate domain (3) Common skills (4) Management positions (5) DEI and compliance (6) Female leadership candidates In addition to the above six areas, we also promote video learning through our online video platform RUUUN. - “dJ Required Videos”: Content (Vision, DEI and compliance) is provided in line with dJ's management policy. - “dJ Optional Videos”: Video programs on a wide range of themes useful for work, such as AX-DX, data science, insight into social issues, and liberal arts.</p> <p><Target> The maximum population is the entire 22,000 people of dentsu Japan, and targets are carefully selected for each area. <Frequency> <Number of participants> is adjusted according to the domain/content/online/assembly.</p>	Japan	

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No.	Category	Details	Data	Coverage	Website
15	Training program	New joiners joint program	<p><Objective> By learning and thinking our philosophy shared by all Group brands together with the peers of each dJ brand, to understand that all the capabilities and human networks of each Group brand are a treasure for ourselves, and to build a foundation to work with a high level of motivation with the awareness that everyone is a member of the Group.</p> <p><Contents> This is a two-day online training course including workshops. Day 1: Aimed at understanding the Group, the program will focus on listening and input, such as "what is dentsu Japan" and "what kind of senior employees are there in dentsu Japan". Day 2: Aiming to understand our Purpose "an invitation to the never before" and Values "The 8 ways", the program focuses on outputs, mainly workshops.</p> <p><Targets> In principle, participation is mandatory for new employees of direct subsidiaries, and with the approval of the parent company, some indirect subsidiaries may also participate.</p> <p><Frequency> Once a year in the first week of April</p> <p><Number of participants> 582 participants in 2024</p>	Japan	
16	Training program	Various employee training programs	<p><Summary> Training for employee development at Dentsu Inc. consists of mandatory training, voluntary training, and company nominated training.</p> <p><Mandatory training> 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".</p> <p>The Dentsu Management Program is a mandatory training program designed to develop leadership skills. In FY2023, 794 employees participated in the "Knowledge Session" to acquire knowledge on compliance and other issues, since the course is for continuing and newly-appointed employees, and 118 members will participate in the "Strategy Session Leadership," "Strategy Session," "Practical Session," and "Evaluation Session" for newly appointed employees, since the course is 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.</p> <p>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> <p><Voluntary open and company nominated training > Voluntary open and company nominated training are designed to support employees who will embody the "Integrated Growth Partner (IGP)" in the future.</p>	DENTSU Inc.	

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No.	Category	Details	Data	Coverage	Website
16	Training program	Various employee training programs	<p><Voluntary open training > Voluntary open training includes programs designed to support career autonomy, such as the "Business Profile Creation," and programs designed to strengthen the knowledge and business skills required of all employees to promote IGP, such as "GLOBIS Unlimited Learning". 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 632 employees taking the course in 2023. GLOBIS Unlimited Learning 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 5th year employees) for the purpose of acquiring basic marketing knowledge, with 130 employees enrolled in 2023. From 2023, in addition to the above, we began supporting employees to take certification examinations. We support the acquisition of three certifications: IT Passport, UX Certification, and Marketing Certification, which cover the basic knowledge of digital/data marketing that can be applied to business operations at business sites. In 2023, 260 employees took the exam.</p> <p><Voluntary company nominated programs > 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.</p> <p>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 covers such topics as "Strategic thinking," "Thinking through and deciding," "Building consensus and building allies," and "Communicating and propagating the vision". In 2023, the program was limited to employees who were eligible for promotion to PC. In 2023, 50 employees in their fifth year of employment as new graduates participated.</p> <p>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 six-month program and consists of 25 lectures of 4-5 hours each. 20 participants were enrolled in the program in 2023.</p> <p>Minerva University Program: Co-sponsored by Dentsu Digital Inc. and other dJ brands. 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. 18 Dentsu Inc. employees were members in 2023.</p> <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.	

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No.	Category	Details	Data	Coverage	Website
17	Training program	Dentsu University	<p>Dentsu University (DU) is our learning management system that connects ~48,000 employees to over 80,000 learning assets in DU, with representation from approximately 30 languages.* Learning can take many forms and DU enables learning in a variety of ways. As part of the online content, there are 800+ skill benchmark assessments, 1,800+ hands-on practice labs, 60+ AI simulations, 22,000+ books/summaries, 4,000+ audiobooks/summaries, 80+ partner certification pathways, and 200+ pre-curated learning paths. 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. A few examples of internally-created leadership content include Guided Me2We, a new people manager learning experience and Leading with Strengths, a Clifton Strengths based learning experience. Additionally, content targeted for dentsu's practice areas is readily available and created in-house via partnership between our L&D team and subject matter experts. 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.</p> <p>*not all content is available in all languages, however most Percipio courses can provide auto-translation via cc text</p>	International	
18	Training program	Privately funded study leave scheme	<p>The privately funded study leave program is a growth support program that is currently utilized by 5 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.	
19	Training program	Cooperation programmes with external educational institutions	<p>The Global Learning Experience program, 'Leading a High Performing Organization' was developed as a training for business leaders across our organization in collaboration with Duke University, and has been offered to our high potential leaders through 2024. In 2023/2024, 60 leaders participated in the program, including 24 leaders located in the Americas. Moving forward, Leading a High Performing Organization will be sunset and replaced with dentsu Leadership Connect.</p>	International	

Human Capital Development

No.	Category	Details	Data							Coverage	Website
20	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.</p> <p>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.	
21	Sharing Meeting		<p>Sharing Meeting is an interactive live webinar broadcast for employees of Japan.</p> <p>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 2023, the event was held 9 times.</p>							Japan	
				FY2019	FY2020	FY2021	FY2022	FY2023			
22	HR Data	CT&T personnel composition ratio	Ratio	Japan	N/A	N/A	33.0%	37.0%	39.2%	Japan	
23	HR Data			Int.	N/A	N/A	29.6%	31.5%	29.9%	International	
24	HR Data			Americas	N/A	N/A	N/A	27.7%	28.9%	Americas	
25	HR Data			EMEA	N/A	N/A	N/A	24.9%	25.8%	EMEA	
26	HR Data			APAC	N/A	N/A	N/A	43.2%	34.2%	APAC	

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No.	Category	Details		Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
27	HR Data	Number of CT&T personnel	Int.	N/A	N/A	13,259	14,770	13,587	International	
28	HR Data		Americas	N/A	N/A	4,270	4,286	3,157	Americas	
29	HR Data		EMEA	N/A	N/A	3,377	4,233	4,345	EMEA	
30	HR Data		APAC	N/A	N/A	5,612	6,251	6,085	APAC	
31	HR Data	Total hours of training and education (hours)	Int.	N/A	N/A	135,851	244,052	229,601	International	
32	HR Data		Americas	N/A	N/A	N/A	N/A	84,650	Americas	
33	HR Data		EMEA	N/A	N/A	N/A	N/A	69,603	EMEA	
34	HR Data		APAC	N/A	N/A	N/A	N/A	75,347	APAC	
35	HR Data	Average hours of training and development per employee (hours)	Int.	N/A	N/A	2.7	4.9	5.2	International	
36	HR Data		Americas	N/A	N/A	N/A	N/A	7.9	Americas	
37	HR Data		EMEA	N/A	N/A	N/A	N/A	4.3	EMEA	
38	HR Data		APAC	N/A	N/A	N/A	N/A	4.4	APAC	
39	HR Data	Total cost of training and education	DGI+Japan	¥1,925,872,733	¥908,097,247	¥892,528,519	¥1,070,038,757	¥861,573,823	Dentsu Group Inc.+Japan	
40	HR Data		DGI	N/A	N/A	¥0	¥0	¥0	Dentsu Group Inc.	
41	HR Data		Japan	¥1,925,872,733	¥908,097,247	¥892,528,519	¥1,070,038,757	¥861,573,823	Japan	
42	HR Data	Average amount spent on training and development per employee	DGI+Japan	¥111,986	¥50,954	¥49,797	¥63,708	¥46,986	Dentsu Group Inc.+Japan	
43	HR Data		DGI	N/A	N/A	¥0	¥0	¥0	Dentsu Group Inc.	
44	HR Data		Japan	¥111,986	¥50,954	¥50,285	¥64,145	¥47,372	Japan	

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No.	Category	Details		Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
45	HR Data	Human Capital Return on Investment	Group	25.3%	25.0%	30.6%	30.6%	22.5%	dentsu	
46	HR Data	Revenue per employee	Group	¥15,781,350	¥14,554,464	¥16,744,721	¥17,896,968	¥18,341,167	dentsu	
47	HR Data	Operating profit per employee	Group	¥-50,579	¥-2,179,127	¥3,730,292	¥1,721,931	¥637,065	dentsu	
48	HR Data	Organic growth rate	Group	-1.0%	-11.1%	13.1%	4.1%	-4.2%	dentsu	

Diversity, Equity and Inclusion

No.	Category	Details	Data	Coverage	Website
49	Approach	Diversity, Equity & Inclusion Report 2023	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, and that they can unleash their full creativity, empathy, and courage to be champions for progress.	dentsu	https://www.dentsu.com/who-we-are/social-impact/diversity-equity-and-inclusion-report-2023
50	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
51	Initiatives	Diversity, Equity & Inclusion Report 2023	Dentsu has published the Diversity, Equity and Inclusion (DEI) Report 2023. Details of our policies, commitments, structures, and initiatives on DEI are integrated in this report.	dentsu	https://www.dentsu.com/who-we-are/social-impact/diversity-equity-and-inclusion-report-2023
52	Initiatives	dentsu Japan DEI Action10	Please refer to the Website.	Japan	https://www.japan.dentsu.com/en/deandi.html
53	Initiatives	DEI representation	To realize "representation," a state in which minority groups are treated fairly and with due representation, dentsu has been promoting a variety of awareness-raising initiatives for all 71,000 employees globally. Each of dentsu's four regions is developing and implementing its own measures to address the DEI-related issues it faces and promotes representation on a global basis.	dentsu	https://www.group.dentsu.com/en/sustainability/representation/

Diversity, Equity and Inclusion

No.	Category	Details		Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
54	Diversity Data	Percentage of female employees	Group	48.1%	47.6%	47.8%	48.2%	48.1%	dentsu	
55	Diversity Data		DGI+Japan	34.4%	35.6%	35.4%	36.1%	36.8%	Dentsu Group Inc.+Japan	
56	Diversity Data		DGI	N/A	N/A	24.6%	29.5%	24.8%	Dentsu Group Inc.	
57	Diversity Data		Japan	34.4%	35.6%	35.5%	36.1%	36.9%	Japan	
58	Diversity Data		Int.	53.9%	53.1%	53.4%	54.0%	53.5%	International	
59	Diversity Data		Americas	N/A	N/A	N/A	53.8%	53.2%	Americas	
60	Diversity Data		EMEA	N/A	N/A	N/A	54.5%	53.7%	EMEA	
61	Diversity Data		APAC	N/A	N/A	N/A	53.5%	53.7%	APAC	
62	Diversity Data	Percentage of female directors	Group	16.7%	16.7%	23.1%	25.0%	20.0%	dentsu	
63	Diversity Data	Percentage of female workers in management positions (above managers, including Executive Directors)	DGI+Japan	11.2%	11.6%	12.9%	13.8%	15.3%	Dentsu Group Inc.+Japan	
64	Diversity Data		DGI	N/A	N/A	21.4%	21.9%	16.2%	Dentsu Group Inc.	
65	Diversity Data		Japan	11.2%	N/A	12.8%	13.8%	15.3%	Japan	
66	Diversity Data	Percentage of female workers in management positions (Level 35-70)	Int.	N/A	N/A	N/A	N/A	48.8%	International	
67	Diversity Data		Americas	N/A	N/A	N/A	N/A	55.8%	Americas	
68	Diversity Data		EMEA	N/A	N/A	N/A	N/A	49.5%	EMEA	
69	Diversity Data		APAC	N/A	N/A	N/A	N/A	41.3%	APAC	
70	Diversity Data	Percentage of female workers in junior management positions (Level 35-50)	Int.	N/A	N/A	N/A	N/A	49.5%	International	
71	Diversity Data		Americas	N/A	N/A	N/A	N/A	56.8%	Americas	
72	Diversity Data		EMEA	N/A	N/A	N/A	N/A	50.6%	EMEA	
73	Diversity Data		APAC	N/A	N/A	N/A	N/A	41.6%	APAC	

Diversity, Equity and Inclusion

No.	Category	Details		Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
74	Diversity Data	Percentage of female workers in middle management positions (Level 50)	Int.	N/A	N/A	N/A	N/A	41.9%	International	
75	Diversity Data		Americas	N/A	N/A	N/A	N/A	50.4%	Americas	
76	Diversity Data		EMEA	N/A	N/A	N/A	N/A	42.3%	EMEA	
77	Diversity Data		APAC	N/A	N/A	N/A	N/A	31.9%	APAC	
78	Diversity Data	Percentage of female leaders (Japan: Executive level, International: Level 55+)	Group	N/A	N/A	N/A	N/A	32.4%	dentsu	
79	Diversity Data		DGI+Japan	N/A	N/A	N/A	N/A	11.1%	Dentsu Group Inc.+Japan	
80	Diversity Data		DGI	N/A	N/A	N/A	N/A	16.0%	Dentsu Group Inc.	
81	Diversity Data		Japan	N/A	N/A	N/A	N/A	10.6%	Japan	
82	Diversity Data		Int.	31.9%	34.7%	34.0%	37.2%	39.6%	International	
83	Diversity Data		Americas	N/A	N/A	N/A	N/A	45.0%	Americas	
84	Diversity Data		EMEA	N/A	N/A	N/A	N/A	36.2%	EMEA	
85	Diversity Data		APAC	N/A	N/A	N/A	N/A	34.3%	APAC	
86	Diversity Data		Int.	N/A	N/A	N/A	N/A	48.4%	International	
87	Diversity Data	Share of women in management positions in revenue-generating functions	Americas	N/A	N/A	N/A	N/A	56.1%	Americas	
88	Diversity Data		EMEA	N/A	N/A	N/A	N/A	49.6%	EMEA	
89	Diversity Data		APAC	N/A	N/A	N/A	N/A	40.2%	APAC	
90	Diversity Data		Int.	N/A	N/A	N/A	N/A	31.6%	International	
91	Diversity Data	Share of women in STEM-related positions	Americas	N/A	N/A	N/A	N/A	33.7%	Americas	
92	Diversity Data		EMEA	N/A	N/A	N/A	N/A	29.5%	EMEA	
93	Diversity Data		APAC	N/A	N/A	N/A	N/A	32.1%	APAC	

Diversity, Equity and Inclusion

No.	Category	Details	Data							Coverage	Website
					FY2019	FY2020	FY2021	FY2022	FY2023		
94	Diversity Data	Percentage of employees by age	DGI+Japan	<30	21.0%	21.4%	21.4%	21.7%	21.4%	Dentsu Group Inc.+Japan	
95	Diversity Data			30-39	32.3%	30.8%	30.7%	30.8%	29.7%	Dentsu Group Inc.+Japan	
96	Diversity Data			40-49	27.2%	27.3%	27.5%	27.9%	27.4%	Dentsu Group Inc.+Japan	
97	Diversity Data			50-59	16.2%	16.8%	16.3%	15.9%	16.4%	Dentsu Group Inc.+Japan	
98	Diversity Data			60+	3.3%	3.6%	4.0%	3.8%	4.8%	Dentsu Group Inc.+Japan	
99	Diversity Data	Percentage of employees by age	DGI	<30	N/A	3.2%	2.3%	3.1%	2.3%	Dentsu Group Inc.	
100	Diversity Data			30-39	N/A	17.5%	25.9%	30.1%	27.1%	Dentsu Group Inc.	
101	Diversity Data			40-49	N/A	25.9%	37.6%	42.8%	42.5%	Dentsu Group Inc.	
102	Diversity Data			50-59	N/A	23.6%	26.4%	18.8%	23.1%	Dentsu Group Inc.	
103	Diversity Data			60+	N/A	6.9%	7.8%	5.2%	5.0%	Dentsu Group Inc.	
104	Diversity Data		Japan	<30	21.0%	21.4%	21.6%	21.8%	21.5%	Japan	
105	Diversity Data			30-39	32.3%	30.8%	30.8%	30.8%	29.7%	Japan	
106	Diversity Data			40-49	27.2%	27.3%	27.4%	27.8%	27.3%	Japan	
107	Diversity Data			50-59	16.2%	16.8%	16.2%	15.8%	16.3%	Japan	
108	Diversity Data			60+	3.3%	3.6%	3.9%	3.7%	4.8%	Japan	
109	Diversity Data		Int.	<30	35.8%	35.9%	38.9%	38.4%	33.7%	International	
110	Diversity Data			30-39	38.2%	39.8%	37.7%	37.7%	40.0%	International	
111	Diversity Data			40-49	16.7%	17.1%	16.3%	16.6%	17.5%	International	
112	Diversity Data			50-59	5.9%	6.2%	6.0%	6.1%	6.4%	International	
113	Diversity Data			60+	1.0%	1.1%	1.1%	1.2%	1.1%	International	

Diversity, Equity and Inclusion

No.	Category	Details	Data						Coverage	Web site
					FY2019	FY2020	FY2021	FY2022	FY2023	
114	Diversity Data	Percentage of employees by age	Americas	<30	N/A	N/A	N/A	N/A	25.5%	Americas
115	Diversity Data			30-39	N/A	N/A	N/A	N/A	44.7%	Americas
116	Diversity Data			40-49	N/A	N/A	N/A	N/A	18.9%	Americas
117	Diversity Data			50-59	N/A	N/A	N/A	N/A	8.5%	Americas
118	Diversity Data			60+	N/A	N/A	N/A	N/A	2.3%	Americas
119	Diversity Data		EMEA	<30	N/A	N/A	N/A	N/A	22.6%	EMEA
120	Diversity Data			30-39	N/A	N/A	N/A	N/A	44.2%	EMEA
121	Diversity Data			40-49	N/A	N/A	N/A	N/A	20.5%	EMEA
122	Diversity Data			50-59	N/A	N/A	N/A	N/A	8.3%	EMEA
123	Diversity Data			60+	N/A	N/A	N/A	N/A	1.2%	EMEA
124	Diversity Data		APAC	<30	N/A	N/A	N/A	N/A	35.9%	APAC
125	Diversity Data			30-39	N/A	N/A	N/A	N/A	46.4%	APAC
126	Diversity Data			40-49	N/A	N/A	N/A	N/A	13.9%	APAC
127	Diversity Data			50-59	N/A	N/A	N/A	N/A	3.2%	APAC
128	Diversity Data			60+	N/A	N/A	N/A	N/A	0.2%	APAC
					2020/6/1	2021/6/1	2022/6/1	2023/6/1	2024/6/1	
129	Diversity Data	Percentage of employees with disabilities	DGI+Japan		2.38%	2.71%	3.13%	3.11%	3.36%	Total of six companies under the special subsidiary system (Dentsu Group Inc., Dentsu Solari Inc., Dentsu Inc., Dentsu Corporate One Inc., Dentsu Casting & Entertainment Inc. and Dentsu Runway Inc.), until 2022, four companies combined (Dentsu Group Inc., Dentsu Solari Inc., Dentsu Inc. and Dentsu Corporate One Inc.)

No.	Details	Data							Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
130	Harassment violations	Number of internally reported complaints (cases)	DGI+ Japan	194	106	136	106	164	Dentsu Group Inc.+Japan	
131	Employee engagement survey results	Engagement Score (points) (calculated from Satisfaction and Recommend scores)	Group	N/A	N/A	68	68	66	dentsu	
132			DGI+ Japan	N/A	N/A	N/A	N/A	60	Dentsu Group Inc.+Japan	
133			Int.	N/A	N/A	N/A	N/A	69	International	
134			Americas	N/A	N/A	N/A	N/A	68	Americas	
135			EMEA	N/A	N/A	N/A	N/A	68	EMEA	
136			APAC	N/A	N/A	N/A	N/A	69	APAC	
137	Employee engagement survey results	Employee satisfaction (points)	Group	N/A	N/A	68	68	66	dentsu	
138	Employee engagement survey results	Employee satisfaction (points)	Group	N/A	N/A	67	68	66	dentsu	
139	Evaluation and feedback systems	Check In: global employee engagement survey	Check In is our global survey tool to understand employee engagement in our business. It provides essential insight to help us drive the actions needed to create a high performing and inclusive culture. It creates a voice for our people to share where they think we are doing well and where we can improve. We ask a focused set of questions each year, many of which are consistently included to allow us to understand trend data over time to see where we are improving and where we are falling behind.						dentsu	

No.	Category	Details	Data	Coverage	Website
140	Policy		<p>Dentsu Japan has announced the following two policies to reduce overwork:</p> <p>(1) No employee should work more than 2,400 hours per year (effort target)</p> <p>(2) No employee should work more than 250 hours per month (effort target)</p> <p>In addition, the following three measures are strongly recommended.</p> <ul style="list-style-type: none"> - Proactive introduction of PC logging tools for proper monitoring of working hours and confirmation of discrepancies. - Interviews with doctors for employees who work long hours to ascertain their health status (mandatory) - Early acquisition of 5 days of paid holidays (all employees must acquire this by the end of September) 	Japan	
141	Talent attraction and retention	Long-term incentives	<p>Dentsu Inc. uses a performance-based bonus system targeted at all employees.</p> <ul style="list-style-type: none"> • In response to the transition to a holding company structure in 2020, the organic growth rate of Japan and International businesses is partially reflected in the bonus KPI. This is to ensure employees work and share results across the Group while pursuing the Code of Conduct for Group management. • 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. • Beginning in 2023, we have expanded our bonus resources to return higher compensation to employees who create high value-add and returns. 	DENTSU Inc.	

Employment

No.	Category	Details	Data	Coverage	Website
142	Talent attraction and retention	Various leave and absence schemes	<p>US</p> <ul style="list-style-type: none"> We are proud to offer a 16-week, 100% paid parental leave to employees who become a parent by birth, adoption, foster placement, or guardianship. We also offer a 6-week, paid caregiver leave to employees to care for seriously ill family members. We support our people with Flexible Time Off (FTO). All regular employees who are scheduled to work a minimum of 21 hours per week are eligible to take advantage of FTO. We also provide all employees with 80 hours of Sick & Safe Time which allows our people to take time off for their own or their family's occasional physical or mental illness, doctor appointments, school-related activities for their children, etc. We close offices and offer paid holiday leave for roughly 20 company holidays per year including a year-end closure between Christmas and New Year's Day. <p>Canada</p> <ul style="list-style-type: none"> Beginning in 2022, we enhanced the government-run provincial programs by providing a "top-up" of the government payments to provide 75% income replacement for 15 weeks. <p>Brazil</p> <ul style="list-style-type: none"> The update in 2023 also increased leave entitlement for the first caregiver, allowing for an additional 60 days, totaling 180 days of paid leave. The second caregiver may choose to extend their leave from 5 days to an additional 25 days, totaling 30 days of paid leave. 	Americas (US, Canada, Brazil)	
143	Talent attraction and retention	Various leave and absence schemes	<p>UK</p> <ul style="list-style-type: none"> Maternity & Shared Parental Leave Policy: It entitles employee's to take up to 20 weeks of paid leave. Paternity/partner leave (launched in July 2023) : We increased entitlement by 4 weeks offering a total of 6 weeks for expecting partners. <p>France</p> <ul style="list-style-type: none"> Working hours for pregnant women: Pregnant women are authorized to start work in the morning 30 minutes after and end in the evening 30 minutes before the collective work schedule, without reduction in salary. Breastfeeding breaks: An employee may breastfeed or express milk during working hours for 1 year from the date of birth. In this case, and in accordance with legal provisions, the employee benefits from a reduction in working hours of one hour per day. Paternity leave: The paternity leave take-up rate at dentsu France exceeded 95% over the following three-year term: 100% in 2018, 94.5% in 2019 and 99.5% in 2020. <p>Germany</p> <ul style="list-style-type: none"> Maternity leaves: Before giving birth (6 weeks) and after giving birth (8 weeks), paid by the company/health insurance Parents are entitled to maternity leave up to 3 years During maternity leave it is possible to work part time (15 to 30 hrs) with the current employer or a different one. <p>Netherlands</p> <ul style="list-style-type: none"> Pregnancy leave and Maternity leave: The employee is entitled to 6 weeks' pregnancy leave and is entitled to at least 10 weeks' maternity leave after birth. Paternity leave: One-time paternity leave will last for a maximum of the number of hours the employee normally works per week, and the maximum of additional paternity leave is 5 weeks. 	EMEA (UK, France, Germany, Netherlands)	

Employment

No.	Category	Details	Data	Coverage	Website
144	Talent attraction and retention	Various leave and absence schemes	<p>India</p> <ul style="list-style-type: none"> • Maternity leave: Total 26 weeks of leave is provided as per the policy to an expecting woman employee having no or less than two surviving children. As per policy she is eligible for maximum 8 weeks of pre-natal leave and 18 weeks of post-natal leave. • Paternity leave: All confirmed male employees with less than 2 surviving children may be granted paternity leave for a maximum of 15 days from the date of delivery of child. • Bereavement leave: 3 days leave will be granted to an employee who has suffered a bereavement of an immediate family member. • Annual leave: 20 days, Contingency leaves: 12 days, Global Wellness days: 3 days, Volunteer leave: 2 days, Public holidays: 13 days. <p>Indonesia</p> <ul style="list-style-type: none"> • Annual leave: 15 days (local law: 12 days), Full-paid Sick leave/Marriage leave 5 days (local law: 3 days), Birthday leave, Wellness Days, Volunteer leaves <p>Philippines</p> <ul style="list-style-type: none"> • Maternity leaves (105 days in total), Solo parent leave (7 days) <p>Malaysia</p> <ul style="list-style-type: none"> • Annual leave: (0-2 years: 14 days, 2-4 years: 16 days, 4-6 years: 18 days, Over 6 years: 21 days), Exam leave: 3 days, Maternity leave: 98 days, Birthday leave <p>Singapore</p> <ul style="list-style-type: none"> • Annual leave min. 18 days (local law indicates min. 7 and increases per year of service), Global Wellness days, Marriage leave, Compassionate leave, Study/Examination leave, Military training leave - as per required, Volunteer days: 2 days 	APAC (India, Indonesia, Philippines, Malaysia, Singapore)	
145	Talent attraction and retention	Various leave and absence schemes	<p>【Leave and Leave of Absence】</p> <p>Maternity leave before and after childbirth/childbirth leave 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> <p>Postpartum father childcare leave system This leave can be taken in two installments of up to 4 weeks (28 days) within 8 weeks after the birth of a child.</p> <p>Childcare leave 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. Childcare leave can be taken even if the spouse is a full-time housewife (husband). 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. (The leave period for each parent can be taken for 1 year, including the period after childbirth) 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> <p>Leave to care for preschool children 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>	DENTSU Inc.	

Employment

No.	Category	Details	Data	Coverage	Website
145	Talent attraction and retention	Various leave and absence schemes	<p>Family nursing care leave 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, parent, spouse's parent, grandparent, 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> <p>Maternity leave (female employees only) 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> <p>Family caregiving leave Employees may take 10 days per year when they need to take leave to care for a family member in need of caregiving.</p> <p>Fertility treatment leave Employees may take the required number of days (within the employee's accumulated annual leave) off to undergo fertility treatment at a medical institution.</p> <p>【Leave for other than annual leave and leave of absence】</p> <p>Time off for hospital visits during working hours 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> <p>Caregiver time (female employees only) 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> <p>Childcare work (shortened hours for childcare) 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".</p> <p>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>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>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>Childcare Mirai Concierge A support service by Nippon Life Insurance Life Care Partners to help employees apply for preschools and other daycare centers. Information is provided according to the location of the employee's residence to help alleviate "Child waiting list problem".</p> <p>(For fixed-term employees, the available hours and periods of leave may differ in some cases.)</p>	DENTSU Inc.	

Employment

No.	Category	Details	Data	Coverage	Website
146	Talent attraction and retention	Diverse working systems	<p>In the Americas, we have three leadership commitments for our future of work approach: supporting flexibility, guiding principles not mandates, and intentionally cultivating connection.</p> <ul style="list-style-type: none"> Supporting flexibility: We believe in the power of flexible and purposeful work. We have put our people at the center of our workplace strategy, and believe that our hybrid approach fosters creativity, cultivates connection, drives growth, and awards us an edge in the competitive talent marketplace. Since 2022, we have formally instituted an Agile Working Policy for U.S. employees. https://www.dentsu.com/us/en/careers/hybrid-work Principles not mandates: Rather than enforce controversial mandates for in-office work, we have chosen to engage with shared principles. If we lead with a sense of purpose and principles, we can build team morale and win people back into the office. Intentionally cultivating connection: We encourage our leaders to bring their teams together in our modernized offices for meaningful and impactful time together. 	Americas	https://www.dentsu.com/us/en/careers/hybrid-work
147	Talent attraction and retention	Diverse working systems	<p>UK</p> <ul style="list-style-type: none"> Hybrid Working Policy: It allows colleagues to make arrangements for flexible or remote working. Summer Fridays: Dentsu UK continued the practice of having Summer Fridays in 2023 where people can finish at 2pm on Fridays during the summer months. <p>France</p> <ul style="list-style-type: none"> Remote working: Minimum 1 day of telecommuting per week (20% monthly), Maximum 4 teleworking days per week (80% monthly). Dentsu France will pay employees a lump-sum monthly allowance to cover the cost of remote working, and will grant its employees financial assistance to help them acquire useful furniture. <p>Germany</p> <ul style="list-style-type: none"> Workation: 12 days to up to 3 months in an EU country possible, employees bear additional costs Remote work/Home office: Possible up to 100%, depending on local regulations by entity <p>Netherlands</p> <ul style="list-style-type: none"> Hybrid Working Policy: It allows colleagues to make arrangements for flexible or remote working. Remote working: we offer employees (longer employed than 1 year) to work a maximum of 30 days at a remote location outside of the Netherlands within Europe. 	EMEA	
148	Talent attraction and retention	Diverse working systems	<p>Our Hybrid Working Policy allows colleagues to make arrangements for flexible or remote working in APAC as well.</p> <ul style="list-style-type: none"> ■ Taiwan: Remote working policy - one day per week ■ Thailand: Hybrid working policy, flexible working hours, maximum 30 days of work from hometown per year ■ Malaysia: Hybrid working arrangements, flexible working hours, Flex Friday (half day working on second Friday of the month) 	APAC	

Employment

No.	Category	Details	Data	Coverage	Website
149	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 home-based system, the following initiatives are also being promoted:</p> <ul style="list-style-type: none"> • Partial approval for assignment without relocation • Some assignments at the family home (including residences of third-degree relatives, hospitals, hospices, etc.) are also approved: • 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. 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.	
150	Talent attraction and retention	Employee shareholding system	The Dentsu Group Employee Shareholding Association is participated in by Dentsu Group Inc. and 25 (unlisted) Group companies (as of March 31, 2024), 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	
151	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", and "Benefit Station".	Japan	
152	Talent attraction and retention	Welfare schemes	<p>US</p> <p>We provide resources to align with our 4 pillars of well-being (Healthy, Prepared, Resilient & Balanced).</p> <ul style="list-style-type: none"> • Employee Assistance Program: This 24/7 service helps with things such as identifying childcare options, providing parent-child communication resources, and finding K-12 education support. • Bright Horizons Care Advantage: Employees can find backup care, get exclusive tuition discounts, and access up to 20 days of backup childcare each year. Through Sittercity, our employees also have access to additional enhanced family support and caregivers, as well as a 20% discount on tutoring with trusted partners. • ReThink: This service specializes in helping care for children with learning, social or behavioral challenges. Employees have 24/7 access to tools and resources designed to help them and their care team in understanding, teaching and better communicating with their child. • Maven Milk: Maven's mobile app makes breast milk shipping simple for work travel with kits to safely store or ship milk. Employees also get on-demand access to expert Care Advocates and Lactation Consultants to help them choose the right travel kit and answer any breastfeeding questions. • Retirement Planning Guidance: Through our 401(k) plan, employees can receive personalized financial advice at no additional cost to help with saving and investing with their retirement plan account. • Financial Concierge: Employees can receive financial guidance and planning support from The Schwab Financial Concierge™ team. • SoFi Dashboard: Employees have access to SoFi's online platform to set on the path for financial independence. Through the platform, employees can access a personalized debt navigator, advice for debt repayment options, and receive a discounted refinancing rate. 	Americas (US)	

Employment

No.	Category	Details	Data	Coverage	Website
152	Talent attraction and retention	Welfare schemes	<p>Canada</p> <ul style="list-style-type: none"> Employees have access to Lulafit and Self Care, a mental well-being app by Able To. Canada also has an Employee Assistance Program, providing 24/7 service for things such as identifying childcare options, providing parent-child communication resources, and finding K-12 education support. 	Americas (Canada)	
153	Talent attraction and retention	Welfare schemes	<p>UK</p> <ul style="list-style-type: none"> Neurodiverse Pathways: available via AVIVA helps speed up access to diagnosis and treatment for Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorder (ASD) and Tourette's syndrome. Fertility financial support: available via AVIVA healthcare <p>France</p> <ul style="list-style-type: none"> Family solidarity leave: dentsu France has supplemented the legal provisions that set up the "congé proche aidant" (caregiver leave) and the "congé de solidarité familiale" (family solidarity leave), by providing 100% salary continuation for 1 month in addition to the state aid, as well as an extra month in the event of renewal of the leave. 	EMEA (UK, France)	
154	Talent attraction and retention	Welfare schemes	<p>China</p> <ul style="list-style-type: none"> From DEI perspective, dentsu China hires disabled employees under its different legal entities. <p>India</p> <ul style="list-style-type: none"> Group insurance for Self/Spouse/2Kids, Group Personal Accident (Self), Term Insurance (Self), Voluntary Parent Insurance <p>Taiwan</p> <ul style="list-style-type: none"> Group insurance, New born baby welcome gift, Discount for babysitting facility, Marriage/new born subsidy cash <p>Thailand</p> <ul style="list-style-type: none"> Group insurance, New born/marriage/compassionate subsidy cash, Provident fund <p>Indonesia</p> <ul style="list-style-type: none"> Group insurance (+spouse for male employee and up to 3 children), Wedding gift, Newborn baby gift, Employee bereavement gift, Company team building (minimum working continuously 6 months) <p>Malaysia</p> <ul style="list-style-type: none"> Insurance (medical benefit), Flex+ benefits (Dental / Optical / health screening / flight ticket (personal travel) / fitness club membership), Employee Assistance Program-Intellect <p>Singapore</p> <ul style="list-style-type: none"> Group Insurance and Flexible Spending Account, Wedding gift, Newborn baby gift, Hospitalization/Illness gift, Condolence gift, Meal & Transport Claims if worked beyond 9pm in the office, Work-From-Home Office Equipment Subsidy, Various Corporate Discounts, Employee Assistance Program (EAP) with Intellect for employees and up to 3 dependents each in the same household 	APAC (China, India, Taiwan, Thailand, Indonesia, Malaysia, Singapore)	
155	Talent attraction and retention	Support for balancing cancer treatment	<p>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).</p>	DENTSU Inc.	

Employment

No.	Category	Details	Data							Coverage	Website
156	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	FY2023		
157	Employee Data	Number of employees	Group	Total	66,400	64,533	64,832	69,066	71,127	dentsu	
158	Employee Data			Male	34,460	33,822	33,815	35,758	36,914	dentsu	
159	Employee Data			Female	31,940	30,711	31,017	33,308	34,213	dentsu	
160	Employee Data		DGI+Japan	Total	19,842	20,325	20,062	22,147	23,051	Dentsu Group Inc.+Japan	
161	Employee Data			Male	13,013	13,094	12,969	14,163	14,575	Dentsu Group Inc.+Japan	
162	Employee Data			Female	6,829	7,231	7,093	7,984	8,476	Dentsu Group Inc.+Japan	
163	Employee Data		DGI	Total	N/A	N/A	195	129	165	Dentsu Group Inc.	
164	Employee Data			Male	N/A	N/A	147	91	124	Dentsu Group Inc.	
165	Employee Data			Female	N/A	N/A	48	38	41	Dentsu Group Inc.	
166	Employee Data		Japan	Total	19,842	N/A	19,867	22,018	22,886	Japan	
167	Employee Data			Male	13,013	N/A	12,822	14,072	14,451	Japan	
168	Employee Data			Female	6,829	N/A	7,045	7,946	8,435	Japan	
169	Employee Data		Int.	Total	46,558	44,208	44,770	46,919	48,076	International	
170	Employee Data			Male	21,447	20,728	20,846	21,595	22,339	International	
171	Employee Data			Female	25,111	23,480	23,924	25,324	25,737	International	

Employment

No.	Category	Details	Data							Coverage	Website
					FY2019	FY2020	FY2021	FY2022	FY2023		
172	Employee Data	Number of employees	Americas	Total	N/A	N/A	N/A	15,455	15,378	Americas	
173	Employee Data			Male	N/A	N/A	N/A	7,144	7,198	Americas	
174	Employee Data			Female	N/A	N/A	N/A	8,311	8,180	Americas	
175	Employee Data		EMEA	Total	N/A	N/A	N/A	16,992	17,972	EMEA	
176	Employee Data			Male	N/A	N/A	N/A	7,725	8,316	EMEA	
177	Employee Data			Female	N/A	N/A	N/A	9,267	9,656	EMEA	
178	Employee Data		APAC	Total	N/A	N/A	N/A	14,472	14,726	APAC	
179	Employee Data			Male	N/A	N/A	N/A	6,726	6,825	APAC	
180	Employee Data			Female	N/A	N/A	N/A	7,746	7,901	APAC	
181	Employee Data	Number of managers	DGI+Japan	Total	2,734	4,197	4,140	3,627	3,639	Dentsu Group Inc.+Japan	
182	Employee Data			Male	2,428	3,709	3,605	3,125	3,081	Dentsu Group Inc.+Japan	
183	Employee Data			Female	306	488	535	502	558	Dentsu Group Inc.+Japan	
184	Employee Data		DGI	Total	N/A	N/A	42	32	37	Dentsu Group Inc.	
185	Employee Data			Male	N/A	N/A	33	25	31	Dentsu Group Inc.	
186	Employee Data			Female	N/A	N/A	9	7	6	Dentsu Group Inc.	
187	Employee Data		Japan	Total	2,734	N/A	4,098	3,595	3,602	Japan	
188	Employee Data			Male	2,428	N/A	3,572	3,100	3,050	Japan	
189	Employee Data			Female	306	N/A	526	495	552	Japan	

Employment

No.	Category	Details	Data							Coverage	Website
					FY2019	FY2020	FY2021	FY2022	FY2023		
190	Employee Data	Number of leaders	Group	Total	N/A	N/A	N/A	N/A	1,074	dentsu	
191	Employee Data			Not declared	N/A	N/A	N/A	N/A	5	dentsu	
192	Employee Data			No Data	N/A	N/A	N/A	N/A	2	dentsu	
193	Employee Data			Male	N/A	N/A	N/A	N/A	719	dentsu	
194	Employee Data			Female	N/A	N/A	N/A	N/A	348	dentsu	
195	Employee Data		DGI+Japan	Total	N/A	N/A	N/A	N/A	270	Dentsu Group Inc.+Japan	
196	Employee Data			Male	N/A	N/A	N/A	N/A	240	Dentsu Group Inc.+Japan	
197	Employee Data			Female	N/A	N/A	N/A	N/A	30	Dentsu Group Inc.+Japan	
198	Employee Data		DGI	Total	N/A	N/A	N/A	N/A	25	Dentsu Group Inc.	
199	Employee Data			Male	N/A	N/A	N/A	N/A	21	Dentsu Group Inc.	
200	Employee Data			Female	N/A	N/A	N/A	N/A	4	Dentsu Group Inc.	
201	Employee Data		Japan	Total	N/A	N/A	N/A	N/A	245	Japan	
202	Employee Data			Male	N/A	N/A	N/A	N/A	219	Japan	
203	Employee Data			Female	N/A	N/A	N/A	N/A	26	Japan	
204	Employee Data		Int.	Total	527	502	799	816	804	International	
205	Employee Data			Not declared	N/A	N/A	6	1	5	International	
206	Employee Data			No Data	N/A	N/A	N/A	4	2	International	
207	Employee Data			Male	359	328	521	509	479	International	
208	Employee Data			Female	168	174	272	302	318	International	

Employment

No.	Category	Details	Data							Coverage	Website
					FY2019	FY2020	FY2021	FY2022	FY2023		
209	Employee Data	Number of leaders	Americas	Total	N/A	N/A	N/A	N/A	333	Americas	
210	Employee Data			Not declared	N/A	N/A	N/A	N/A	2	Americas	
211	Employee Data			No Data	N/A	N/A	N/A	N/A	0	Americas	
212	Employee Data			Male	N/A	N/A	N/A	N/A	181	Americas	
213	Employee Data			Female	N/A	N/A	N/A	N/A	150	Americas	
214	Employee Data		EMEA	Total	N/A	N/A	N/A	N/A	337	EMEA	
215	Employee Data			Not declared	N/A	N/A	N/A	N/A	3	EMEA	
216	Employee Data			No Data	N/A	N/A	N/A	N/A	2	EMEA	
217	Employee Data			Male	N/A	N/A	N/A	N/A	210	EMEA	
218	Employee Data			Female	N/A	N/A	N/A	N/A	122	EMEA	
219	Employee Data		APAC	Total	N/A	N/A	N/A	N/A	134	APAC	
220	Employee Data			Not declared	N/A	N/A	N/A	N/A	0	APAC	
221	Employee Data			No Data	N/A	N/A	N/A	N/A	0	APAC	
222	Employee Data			Male	N/A	N/A	N/A	N/A	88	APAC	
223	Employee Data			Female	N/A	N/A	N/A	N/A	46	APAC	
224	Employee Data	Average number of consecutive years served	Int.		4.0	4.0	3.5	3.7	3.8	International	
225	Employee Data		Americas		N/A	N/A	N/A	N/A	3.8	Americas	
226	Employee Data		EMEA		N/A	N/A	N/A	N/A	4.4	EMEA	
227	Employee Data		APAC		N/A	N/A	N/A	N/A	3.2	APAC	

Employment

No.	Category	Details	Data							Coverage	Website
					FY2019	FY2020	FY2021	FY2022	FY2023		
228	Recruitment Data	Number of new graduates hired	DGI+Japan	Total	549	544	422	460	577	Dentsu Group Inc.+Japan	
229	Recruitment Data			Male	259	264	214	252	303	Dentsu Group Inc.+Japan	
230	Recruitment Data			Female	272	259	191	208	274	Dentsu Group Inc.+Japan	
231	Recruitment Data		DGI	Total	N/A	0	0	0	0	Dentsu Group Inc.	
232	Recruitment Data			Male	N/A	0	0	0	0	Dentsu Group Inc.	
233	Recruitment Data			Female	N/A	0	0	0	0	Dentsu Group Inc.	
234	Recruitment Data		Japan	Total	549	544	422	460	577	Japan	
235	Recruitment Data			Male	259	264	214	252	303	Japan	
236	Recruitment Data			Female	272	259	191	208	274	Japan	
237	Recruitment Data	Number of new recruits	Group	Total	17,137	11,826	18,293	18,712	10,950	dentsu	
238	Recruitment Data		DGI+Japan	Total	1,963	1,414	1,517	2,185	2,144	Dentsu Group Inc.+Japan	
239	Recruitment Data			Male	1,082	745	823	1,173	1,092	Dentsu Group Inc.+Japan	
240	Recruitment Data			Female	823	608	632	1,012	1,052	Dentsu Group Inc.+Japan	
241	Recruitment Data		DGI	Total	N/A	5	9	8	4	Dentsu Group Inc.	
242	Recruitment Data			Male	N/A	3	6	6	4	Dentsu Group Inc.	
243	Recruitment Data			Female	N/A	2	3	2	0	Dentsu Group Inc.	
244	Recruitment Data		Japan	Total	1,963	1,409	1,508	2,177	2,140	Japan	
245	Recruitment Data			Male	1,082	742	817	1,167	1,088	Japan	
246	Recruitment Data			Female	823	606	629	1,010	1,052	Japan	
247	Recruitment Data		Int.	Total	15,174	10,412	16,776	16,527	8,806	International	
248	Recruitment Data		Americas	Total	N/A	N/A	N/A	N/A	2,123	Americas	
249	Recruitment Data		EMEA	Total	N/A	N/A	N/A	N/A	2,871	EMEA	
250	Recruitment Data		APAC	Total	N/A	N/A	N/A	N/A	3,812	APAC	

Employment

No.	Category	Details	Data							Coverage	Website
					FY2019	FY2020	FY2021	FY2022	FY2023		
251	Recruitment Data	Number of mid career recruits	DGI+Japan	Total	1,414	870	1,086	1,725	1,567	Dentsu Group Inc.+Japan	
252	Recruitment Data			Male	823	481	603	921	789	Dentsu Group Inc.+Japan	
253	Recruitment Data			Female	551	349	438	804	778	Dentsu Group Inc.+Japan	
254	Recruitment Data		DGI	Total	N/A	5	9	8	4	Dentsu Group Inc.	
255	Recruitment Data			Male	N/A	3	6	6	4	Dentsu Group Inc.	
256	Recruitment Data			Female	N/A	2	3	2	0	Dentsu Group Inc.	
257	Recruitment Data		Japan	Total	1,414	865	1,077	1,717	1,563	Japan	
258	Recruitment Data			Male	823	478	597	915	785	Japan	
259	Recruitment Data			Female	551	347	435	802	778	Japan	
260	Recruitment Data	Percentage of female new graduate hires	DGI+Japan		49.5%	47.6%	45.3%	45.2%	47.5%	Dentsu Group Inc.+Japan	
261	Recruitment Data		DGI		N/A	N/A	N/A	N/A	N/A	Dentsu Group Inc.	
262	Recruitment Data		Japan		49.5%	47.6%	45.3%	45.2%	47.5%	Japan	
263	Recruitment Data	Percentage of mid-career hired female employees	DGI+Japan		39.0%	40.1%	40.3%	46.6%	49.6%	Dentsu Group Inc.+Japan	
264	Recruitment Data		DGI		N/A	40.0%	33.3%	25.0%	0.0%	Dentsu Group Inc.	
265	Recruitment Data		Japan		39.0%	40.1%	40.4%	46.7%	49.8%	Japan	
266	Recruitment Data	Percentage of mid-career hires in management positions	DGI+Japan		42.2%	43.8%	43.9%	49.6%	50.1%	Dentsu Group Inc.+Japan	
267	Recruitment Data		DGI		N/A	3.0%	2.4%	3.1%	35.1%	Dentsu Group Inc.	
268	Recruitment Data		Japan		42.2%	44.2%	44.5%	50.0%	50.2%	Japan	
269	Recruitment Data	Percentage of foreign nationals in management positions	DGI+Japan		0.6%	0.7%	0.7%	0.9%	2.1%	Dentsu Group Inc.+Japan	
270	Recruitment Data		DGI		N/A	0.0%	2.4%	6.3%	0.0%	Dentsu Group Inc.	
271	Recruitment Data		Japan		0.6%	0.8%	0.6%	0.8%	2.1%	Japan	

Employment

No.	Category	Details	Data						Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
272	Recruitment Data	Recruitment costs	DGI+Japan	¥1,335,040,771	¥842,883,961	¥1,282,664,458	¥2,611,942,364	¥2,884,784,173	Dentsu Group Inc.+Japan	
273	Recruitment Data		DGI	N/A	¥15,400	¥26,541,389	¥15,370,487	¥16,097,938	Dentsu Group Inc.	
274	Recruitment Data		Japan	¥1,335,040,771	¥842,868,561	¥1,256,123,069	¥2,596,571,877	¥2,868,686,235	Japan	
275	Recruitment Data		Int.	¥2,251,571,848	¥1,369,874,092	¥2,604,207,216	¥3,063,889,582	¥1,698,705,343	International ・ CIS(Russia and Kazakhstan) data are excluded from 2022-2023	
276	Recruitment Data	Recruitment cost per person	DGI+Japan	¥773,040	¥673,768	¥854,540	¥1,195,397	¥1,106,576	Dentsu Group Inc.+Japan	
277	Recruitment Data		DGI	N/A	¥3,080	¥2,949,043	¥1,921,311	¥4,024,485	Dentsu Group Inc.	
278	Recruitment Data		Japan	¥680,102	¥598,203	¥832,973	¥1,192,729	¥1,101,122	Japan	
279	Recruitment Data		Int.	¥148,281	¥131,268	¥154,774	¥185,387	¥192,903	International ・ CIS(Russia and Kazakhstan) data are excluded from 2019-2023	
280	Employee Data	Internal appointment rate for key positions	DGI+Japan	83.9%	86.7%	86.6%	88.9%	91.6%	Dentsu Group Inc.+Japan	
281	Employee Data		DGI	N/A	100.0%	100.0%	96.9%	100.0%	Dentsu Group Inc.	
282	Employee Data		Japan	83.9%	84.5%	85.3%	87.8%	90.5%	Japan	
283	Employee Data	Employee retention rate	DGI+Japan	92.0%	91.8%	87.2%	89.9%	92.9%	Dentsu Group Inc.+Japan	
284	Employee Data		DGI	N/A	100.0%	77.8%	42.9%	70.4%	Dentsu Group Inc.	
285	Employee Data		Japan	92.0%	91.8%	87.5%	89.9%	93.0%	Japan	
286	Employee Data		Int.	66.0%	91.8%	61.7%	70.0%	74.0%	International	
287	Employee Data		Americas	N/A	N/A	N/A	N/A	72.0%	Americas	
288	Employee Data		EMEA	N/A	N/A	N/A	N/A	80.0%	EMEA	
289	Employee Data		APAC	N/A	N/A	N/A	N/A	69.0%	APAC	

Employment

No.	Category	Details	Data							Coverage	Website
					FY2019	FY2020	FY2021	FY2022	FY2023		
290	Employee Data	Percentage of employees by years of service	Int.	Less than 1 year	N/A	21.3%	37.1%	31.1%	17.0%	International	
291	Employee Data			1-3 years	N/A	35.1%	22.7%	30.9%	43.1%	International	
292	Employee Data			3-5 years	N/A	18.0%	14.7%	13.5%	11.9%	International	
293	Employee Data			More than 5 years	N/A	25.6%	25.5%	24.6%	28.0%	International	
294	Employee Data		Americas	Less than 1 year	N/A	N/A	N/A	N/A	15.2%	Americas	
295	Employee Data			1-3 years	N/A	N/A	N/A	N/A	43.6%	Americas	
296	Employee Data			3-5 years	N/A	N/A	N/A	N/A	12.0%	Americas	
297	Employee Data			More than 5 years	N/A	N/A	N/A	N/A	29.1%	Americas	
298	Employee Data		EMEA	Less than 1 year	N/A	N/A	N/A	N/A	15.8%	EMEA	
299	Employee Data			1-3 years	N/A	N/A	N/A	N/A	37.9%	EMEA	
300	Employee Data			3-5 years	N/A	N/A	N/A	N/A	12.9%	EMEA	
301	Employee Data			More than 5 years	N/A	N/A	N/A	N/A	33.4%	EMEA	
302	Employee Data		APAC	Less than 1 year	N/A	N/A	N/A	N/A	19.2%	APAC	
303	Employee Data			1-3 years	N/A	N/A	N/A	N/A	47.5%	APAC	
304	Employee Data			3-5 years	N/A	N/A	N/A	N/A	11.0%	APAC	
305	Employee Data			More than 5 years	N/A	N/A	N/A	N/A	22.3%	APAC	
306	Employee Data	Average age of employees	Int.		34.0	34.0	33.1	34.1	34.6	International	
307	Employee Data		Americas		N/A	N/A	N/A	N/A	35.9	Americas	
308	Employee Data		EMEA		N/A	N/A	N/A	N/A	36.0	EMEA	
309	Employee Data		APAC		N/A	N/A	N/A	N/A	32.6	APAC	

Employment

No.	Category	Details		Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
310	Employee Data	Number of employees leaving jobs	Group	13,963	12,795	16,930	14,882	13,003	dentsu	
311	Employee Data		DGI+Japan	1,403	1,496	2,288	1,845	1,416	Dentsu Group Inc.+Japan	
312	Employee Data		DGI	N/A	0	8	4	4	Dentsu Group Inc.	
313	Employee Data		Japan	1,403	1,496	2,280	1,841	1,412	Japan	
314	Employee Data		Int.	12,560	11,299	14,642	13,037	11,587	International • CIS(Russia and Kazakhstan) data are excluded from 2019-2023	
315	Employee Data		Americas	N/A	N/A	N/A	N/A	3,161	Americas	
316	Employee Data		EMEA	N/A	N/A	N/A	N/A	3,224	EMEA	
317	Employee Data		APAC	N/A	N/A	N/A	N/A	5,202	APAC	
318	Employee Data	Turnover rate	DGI+Japan	8.1%	8.4%	12.8%	10.1%	7.1%	Dentsu Group Inc.+Japan	
319	Employee Data		DGI	N/A	0.0%	177.8%	57.1%	29.6%	Dentsu Group Inc.	
320	Employee Data		Japan	8.1%	8.4%	12.7%	10.1%	7.0%	Japan	
321	Employee Data		Int.	34.0%	30.0%	38.3%	30.0%	26.0%	International • CIS(Russia and Kazakhstan) data are excluded from 2019-2023	
322	Employee Data		Americas	N/A	N/A	N/A	N/A	28.0%	Americas	
323	Employee Data		EMEA	N/A	N/A	N/A	N/A	20.0%	EMEA	
324	Employee Data		APAC	N/A	N/A	N/A	N/A	31.0%	APAC	

Employment

No.	Category	Details	Data						Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
325	Employee Data	Voluntary turnover rate	DGI+Japan	5.3%	5.7%	6.2%	5.7%	4.2%	Dentsu Group Inc.+Japan	
326	Employee Data		DGI	N/A	0.0%	44.4%	0.0%	22.2%	Dentsu Group Inc.	
327	Employee Data		Japan	5.3%	5.7%	6.2%	5.7%	4.2%	Japan	
328	Employee Data		Int.	26.0%	18.8%	31.0%	25.9%	19.0%	International • CIS(Russia and Kazakhstan) data are excluded from 2019-2023	
329	Employee Data		Americas	N/A	N/A	N/A	N/A	17.0%	Americas	
330	Employee Data		EMEA	N/A	N/A	N/A	N/A	15.0%	EMEA	
331	Employee Data		APAC	N/A	N/A	N/A	N/A	24.0%	APAC	
332	Employee Data	High-performer turnover rate	DGI+Japan	1.1%	0.6%	0.7%	0.7%	0.6%	Dentsu Group Inc.+Japan	
333	Employee Data		DGI	N/A	0.0%	0.0%	0.0%	0.0%	Dentsu Group Inc.	
334	Employee Data		Japan	1.1%	0.6%	0.7%	0.7%	0.6%	Japan	
335	Employee Data	Number of employees utilizing childcare leave	DGI+Japan	424	459	505	598	508	Dentsu Group Inc.+Japan	
336	Employee Data		DGI	N/A	2	3	4	4	Dentsu Group Inc.	
337	Employee Data		Japan	424	457	502	594	504	Japan	
338	Employee Data	Number of male employees utilizing childcare leave	DGI+Japan	N/A	N/A	N/A	261	314	Dentsu Group Inc.+Japan	
339	Employee Data		DGI	N/A	N/A	N/A	0	4	Dentsu Group Inc.	
340	Employee Data		Japan	N/A	N/A	205	261	310	Japan	
341	Employee Data	Percentage of male employees utilizing childcare leave	DGI+Japan	N/A	N/A	N/A	64.1%	67.8%	Dentsu Group Inc.+Japan	
342	Employee Data		DGI	N/A	N/A	N/A	0.0%	100.0%	Dentsu Group Inc.	
343	Employee Data		Japan	N/A	N/A	44.1%	64.8%	67.5%	Japan	
344	Employee Data	Average number of days of childcare leave taken	DGI+Japan	N/A	N/A	N/A	N/A	189.1days	Dentsu Group Inc.+Japan	
345	Employee Data		DGI	N/A	N/A	N/A	N/A	0.0days	Dentsu Group Inc.	
346	Employee Data		Japan	N/A	N/A	N/A	N/A	189.1days	Japan	

Employment

No.	Category	Details		Data						Coverage	Web site	
					FY2019	FY2020	FY2021	FY2022	FY2023			
347	Employee Data	Average number of days of childcare leave taken by males		DGI+Japan	N/A	N/A	N/A	N/A	49.8days	Dentsu Group Inc.+Japan		
348	Employee Data			DGI	N/A	N/A	N/A	N/A	0.0days	Dentsu Group Inc.		
349	Employee Data			Japan	N/A	N/A	N/A	N/A	49.8days	Japan		
350	Salary Data	Average number of days of childcare leave taken by females		DGI+Japan	N/A	N/A	N/A	N/A	361.8days	Dentsu Group Inc.+Japan		
351	Salary Data			DGI	N/A	N/A	N/A	N/A	0.0days	Dentsu Group Inc.		
352	Salary Data			Japan	N/A	N/A	N/A	N/A	361.8days	Japan		
353	Salary Data	Total monetary compensation		Group	¥522,136,296,125	¥472,672,572,704	¥526,528,384,130	¥601,762,340,518	¥648,738,254,790	dentsu		
354	Salary Data			DGI+Japan	¥168,174,432,990	¥165,643,431,880	¥173,394,874,758	¥181,515,353,584	¥190,803,393,202	Dentsu Group Inc.+Japan		
355	Salary Data			DGI	N/A	¥2,685,226,820	¥5,686,492,122	¥5,224,243,264	¥1,836,665,508	Dentsu Group Inc.		
356	Salary Data			Japan	¥168,174,432,990	¥162,958,205,060	¥167,708,382,636	¥176,291,110,320	¥188,966,727,694	Japan		
357	Salary Data			Int.	¥353,961,863,135	¥307,029,140,824	¥353,133,509,372	¥420,246,986,934	¥457,934,861,588	International		
358	Salary Data			Americas	N/A	N/A	N/A	N/A	¥191,983,576,572	Americas		
359	Salary Data			EMEA	N/A	N/A	N/A	N/A	¥162,350,715,256	EMEA		
360	Salary Data			IAPAC	N/A	N/A	N/A	N/A	¥71,685,493,736	APAC		
361	Salary Data	Mean gender pay gap	Total compensation	DGI+Japan	Total	61.2%	61.7%	62.8%	62.4%	63.2%	Dentsu Group Inc.+Japan	
362	Salary Data				Full-time employment	68.5%	67.9%	68.4%	67.9%	67.1%	Dentsu Group Inc.+Japan	
363	Salary Data				Contract employment	67.6%	68.9%	71.2%	57.5%	67.8%	Dentsu Group Inc.+Japan	
364	Salary Data			DGI	Total	N/A	69.5%	65.5%	57.2%	71.7%	Dentsu Group Inc.	
365	Salary Data				Full-time employment	N/A	66.4%	63.9%	60.7%	72.8%	Dentsu Group Inc.	
366	Salary Data				Contract employment	N/A	171.2%	78.2%	62.8%	31.1%	Dentsu Group Inc.	
367	Salary Data			Japan	Total	61.2%	61.7%	62.9%	62.8%	63.4%	Japan	
368	Salary Data				Full-time employment	68.5%	68.0%	68.6%	68.3%	67.3%	Japan	
369	Salary Data				Contract employment	67.6%	69.4%	71.5%	57.5%	68.5%	Japan	

Employment

No.	Category	Details			Data					Coverage	Website
					FY2019	FY2020	FY2021	FY2022	FY2023		
370	Salary Data	Mean gender pay gap	Salary	UK	27.8%	23.7%	22.3%	17.6%	18.2%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
371	Salary Data		Bonus	UK	69.1%	64.4%	66.1%	56.3%	44.2%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
372	Salary Data	Median gender pay gap	Salary	UK	17.0%	18.4%	19.4%	15.3%	15.1%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
373	Salary Data		Bonus	UK	29.7%	32.8%	39.6%	31.9%	43.9%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
374	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%	17.1%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
375	Salary Data		Bonus	UK	N/A	N/A	16.8%	113.0%	41.9%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
376	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%	19.9%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
377	Salary Data		Bonus	UK	N/A	N/A	15.7%	5.0%	48.0%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
378	Salary Data	Mean % differences between LGBTQ+ and Non-LGBTQ+	Salary	UK	N/A	N/A	8.9%	15.7%	12.5%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
379	Salary Data		Bonus	UK	N/A	N/A	N/A	61.5%	29.1%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
380	Salary Data	Median % differences between LGBTQ+ and Non-LGBTQ+	Salary	UK	N/A	N/A	6.1%	17.1%	21.1%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report
381	Salary Data		Bonus	UK	N/A	N/A	N/A	30.6%	29.1%	dentsu UK	https://www.dentsu.com/uk/en/policies/gender-pay-gap-report

Occupational Safety and Health

No.	Category	Details	Data						Coverage	Website
382	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/
383	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/
384	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/
385	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/
				FY2019	FY2020	FY2021	FY2022	FY2023		
386	Data	Total working hours (hours)	DGI+Japan	N/A	N/A	34,879,276	33,477,397	36,167,926	Dentsu Group Inc.+Japan	
387	Data	Total hours worked per employee (hours)	DGI+Japan	N/A	N/A	2,000	1,958	1,986	Dentsu Group Inc.+Japan	
388	Data	Usage rate of annual leave	DGI+Japan	N/A	N/A	N/A	61.7%	66.7%	Dentsu Group Inc.+Japan	
389	Data		DGI	N/A	N/A	N/A	35.7%	42.3%	Dentsu Group Inc.	
390	Data		Japan	N/A	N/A	50.4%	62.1%	67.1%	Japan	
391	Data	Percentage of employees who belong to a union	DGI+Japan	28.1%	27.8%	26.4%	23.6%	32.1%	Dentsu Group Inc.+Japan	
392	Data		DGI	N/A	0.0%	0.0%	0.0%	0.0%	Dentsu Group Inc.	
393	Data		Japan	28.1%	28.0%	26.6%	23.8%	32.4%	Japan	

Occupational Safety and Health

No.	Category	Details		Data						Coverage	Website
					FY2019	FY2020	FY2021	FY2022	FY2023		
394	Data	Number of Occupational Accidents	Total Number of Cases	DGI+Japan	53	24	23	25	42	Dentsu Group Inc.+Japan	
395	Data			DGI	N/A	0	0	0	0	Dentsu Group Inc.	
396	Data			Japan	53	24	23	25	42	Japan	
397	Data		-Injury	DGI+Japan	47	23	22	23	42	Dentsu Group Inc.+Japan	
398	Data			DGI	N/A	0	0	0	0	Dentsu Group Inc.	
399	Data			Japan	47	23	22	23	42	Japan	
400	Data		-Disease	DGI+Japan	0	1	1	2	0	Dentsu Group Inc.+Japan	
401	Data			DGI	N/A	0	0	0	0	Dentsu Group Inc.	
402	Data			Japan	0	1	1	2	0	Japan	
403	Data		-Disability	DGI+Japan	0	0	0	0	0	Dentsu Group Inc.+Japan	
404	Data			DGI	N/A	0	0	0	0	Dentsu Group Inc.	
405	Data			Japan	0	0	0	0	0	Japan	
406	Data		-Death	DGI+Japan	0	0	0	0	0	Dentsu Group Inc.+Japan	
407	Data			DGI	N/A	0	0	0	0	Dentsu Group Inc.	
408	Data			Japan	0	0	0	0	0	Japan	
409	Data	Occupational Accident Incidence Rate	Occupational Accident Incidence Rate	DGI+Japan	1.8%	0.8%	0.7%	0.8%	1.2%	Dentsu Group Inc.+Japan	
410	Data			DGI	N/A	0.0%	0.0%	0.0%	0.0%	Dentsu Group Inc.	
411	Data			Japan	1.8%	0.8%	0.7%	0.8%	1.2%	Japan	
412	Data		Mortality Incidence Rate	DGI+Japan	0.0%	0.0%	0.0%	0.0%	0.0%	Dentsu Group Inc.+Japan	
413	Data			DGI	N/A	0.0%	0.0%	0.0%	0.0%	Dentsu Group Inc.	
414	Data			Japan	0.0%	0.0%	0.0%	0.0%	0.0%	Japan	

Social Contribution Activities

No.	Category	Details	Data	Coverage	Website
415	Social contribution activities	The Code	<p>"The Code" is dentsu's youth social education program aimed at providing digital skills training to young people from predominantly disadvantaged backgrounds, fostering future digital talent. Launched in the UK in 2017 and expanded globally in 2018, the program was active in nine countries by 2023. "The Code" educates young people about the advertising industry and teaches a variety of skills, including social media, branding and storytelling, marketing strategies, and data analytics.</p> <ul style="list-style-type: none"> • Countries where the program was implemented in 2023: Croatia, China, Denmark, France, Italy, Poland, Romania, Taiwan, UK. • Conducted 7 times in total, with 5,378 participants in 2023. 	International (Croatia, China, Denmark, France, Italy, Poland, Romania, Taiwan, UK)	
416	Social contribution activities	Activity of delivering picture books to children	<p>Employees affix translation stickers to picture books published in Japan and deliver them to children in Asian countries where children's books are scarce.</p> <ul style="list-style-type: none"> • Started in 2018, conducted a total of 6 times, with 100 participants per event. 	DENTSU Inc.	
417	Social contribution activities	Volunteer Activity for sorting foreign currency coins	<p>Employees volunteer to sort foreign currency coins collected from donation boxes set up by the Japan Habitat Association at international airports. These coins are sorted by country of origin. Furthermore, the foreign currency coins are exchanged into dollars and used to support disaster recovery efforts in affected areas.</p> <ul style="list-style-type: none"> • Started in 2018, conducted a total of 3 times, with 30 participants per event. 	DENTSU Inc.	
418	Social contribution activities	Activity involving donating used clothing to developing countries to provide vaccines	<p>Employees receive a "Vaccine through Used Clothing" collection kit at home, pack their used clothing, and send it back to the headquarters. The collected clothing is then donated to developing countries. As a result, employment opportunities are created in the recipient countries, and for each donation, a mechanism ensures the provision of polio vaccines for five people.</p> <ul style="list-style-type: none"> • Started in 2021, conducted a total of 3 times, with 100 participants per event. 	DENTSU Inc.	
419	Social contribution activities	Activity for creating compost from household food waste	<p>Employees are individually provided with composting kits delivered to their homes, enabling them to collect food scraps from their households to create compost. This initiative was designed to address food waste issues and foster environmental awareness among employees.</p> <ul style="list-style-type: none"> • Started in 2021, conducted once, with 100 participants per event 	DENTSU Inc.	
420	Social contribution activities	Activity for collecting unused cosmetics and recycling them into crayons	<p>A project where the company collects unwanted cosmetics from employees. The collected cosmetics are processed and transformed into crayons called "Haloyon."</p> <ul style="list-style-type: none"> • Started in 2024, conducted once, exact number of participants unknown. 	DENTSU Inc.	
421	Social contribution activities	Activity involving creating educational puzzles using wooden cubes and donating them to children	<p>Employees create educational puzzles using domestically sourced wooden cubes. The completed puzzles are planned to be donated to children's homes. This initiative was designed to teach employees the importance of responsibly "using, i.e., harvesting" wood and to foster environmental awareness.</p> <ul style="list-style-type: none"> • Started in 2024, conducted once, with 46 participants per event 	DENTSU Inc.	
422	Social contribution activities	Activity supporting "UNESCO World Terakoya Movement"	<p>Dentsu Japan companies have supported the objectives of the "UNESCO World Terakoya Movement," which has been continuously implemented by the Japan UNESCO Association Federation for over 30 years since 1989. Through this initiative, a total of 535 "terakoya" (traditional Japanese educational institutions) have been constructed in 44 countries and 1 region, providing educational opportunities for approximately 1.35 million individuals. In addition to collaborating on the development and provision of original characters for this initiative by dentsu creatives, dentsu Japan companies also participate in campaigns to collect unused postcards, stamps, and gift certificates, which are utilized as funds for the activities.</p> <ul style="list-style-type: none"> • Started in 2003, conducted 20 times, exact number of participants unknown. 		

Social Contribution Activities

No.	Category	Details		Data						Coverage	Website
423	Social contribution activities	One Day for Change		This program is implemented as a means to enhance sustainability awareness and engagement through volunteer activities. Each year, a global activity theme is set, and in Japan, various dentsu Japan companies participate in volunteer activities aligned with that theme. ・ Started in 2022, conducted twice, with 700 dentsu Japan participants in 2023 per event.						Japan	
424	Social Contribution Activities			Dentsu implements various social contributions in each of its markets. Among them, One Day for Change is a global volunteering event, uniting teams all over the world as a global force for good. One Day for Change is explained in Integrated Report 2024. Dentsu's partnership with Malaria No More is arguably one of the our strongest examples of social contribution using its products and services. In 2023, dentsu supported Malaria No More's "Change the Story" campaign around eradicating malaria						dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf https://www.dentsu.com/news-releases/dentsu-supports-zero-malaria-campaign-to-change-the-story
					FY2019	FY2020	FY2021	FY2022	FY2023		
425	Activity Data	Volunteer activities	Number of participants	Japan	513	355	542	259	1,761	Japan	https://www.group.dentsu.com/en/sustainability/reports/
426	Activity Data			Int.	14,428	4,869	3,082	9,333	10,579	International	https://www.group.dentsu.com/en/sustainability/reports/
427	Activity Data			Group	14,941	5,224	3,624	9,592	12,340	dentsu	https://www.group.dentsu.com/en/sustainability/reports/
428	Donation Data	Amount of donations		Japan	¥664,412,477	¥43,951,110	¥1,267,443,980	¥202,954,980	¥539,341,000	Japan	https://www.group.dentsu.com/en/sustainability/reports/
429	Donation Data			Int.	¥143,641,694	¥935,297,756	¥555,284,038	¥219,556,677	¥250,352,740	International	https://www.group.dentsu.com/en/sustainability/reports/
430	Donation Data			Group	¥808,054,171	¥979,248,866	¥1,822,728,018	¥422,511,657	¥789,693,740	dentsu	https://www.group.dentsu.com/en/sustainability/reports/

Third-party Assurance

No.	Category	Details	Data	Coverage	Website
431	Third-party assurance	Third-party assurance	Some social data as undergone limited assurance by KPMG AZSA Sustainability Co.,Ltd. Assurances statements are available on dentsu's website.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf

Human Capital Development: Quantitative data for DENTSU Inc.

No.	Category	Details		Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
432	Human Capital Development Data	Average hours of training and development per employee (hours)	Male	N/A	N/A	33	43	43	DENTSU Inc.	
433	Human Capital Development Data	Average amount spent on training and development	Female	N/A	N/A	¥96,748	¥88,288	¥51,608	DENTSU Inc.	

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

No.	Category	Details		Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023		
434	Diversity Data	Number of employees by age	<30	1,141	1,131	1,006	854	883	DENTSU Inc.	
435	Diversity Data		30-39	2,309	2,159	2,071	1,727	1,779	DENTSU Inc.	
436	Diversity Data		40-49	1,897	1,856	1,818	1,662	1,769	DENTSU Inc.	
437	Diversity Data		50-59	1,437	1,459	1,338	1,138	1,167	DENTSU Inc.	
438	Diversity Data		60+	287	302	345	246	306	DENTSU Inc.	
439	Diversity Data	Percentage of employees by age	<30	16.1%	16.4%	15.3%	15.2%	15.0%	DENTSU Inc.	
440	Diversity Data		30-39	32.7%	31.3%	31.5%	30.7%	30.1%	DENTSU Inc.	
441	Diversity Data		40-49	26.8%	26.9%	27.6%	29.5%	30.0%	DENTSU Inc.	
442	Diversity Data		50-59	20.3%	21.1%	20.3%	20.2%	19.8%	DENTSU Inc.	
443	Diversity Data		60+	4.1%	4.4%	5.2%	4.4%	5.2%	DENTSU Inc.	

Employment: Quantitative Data for DENTSU Inc.

No.	Category	Details		Data						Coverage	Website
					2019/12	2020/12	2021/12	2022/12	2023/12		
444	Employee Data	Number of employees	Total	Total	7,071	6,907	6,578	5,627	5,513	DENTSU Inc.	
445	Employee Data			Male	4,765	4,611	4,352	3,900	3,811	DENTSU Inc.	
446	Employee Data			Female	2,306	2,296	2,226	1,727	1,702	DENTSU Inc.	
447	Employee Data		Executive officers, others	Total	49	31	34	27	28	DENTSU Inc.	
448	Employee Data			Male	45	29	32	25	27	DENTSU Inc.	
449	Employee Data			Female	4	2	2	2	1	DENTSU Inc.	
450	Employee Data		Managers	Total	1,753	1,706	1,611	1,389	1,458	DENTSU Inc.	
451	Employee Data			Male	1,587	1,543	1,445	1,265	1,315	DENTSU Inc.	
452	Employee Data			Female	166	163	166	124	144	DENTSU Inc.	
453	Employee Data		Non-managers	Total	3,470	3,388	3,235	3,088	3,083	DENTSU Inc.	
454	Employee Data			Male	2,391	2,317	2,169	2,070	2,043	DENTSU Inc.	
455	Employee Data			Female	1,079	1,071	1,066	1,018	1,040	DENTSU Inc.	
456	Employee Data		Contract employees	Total	681	698	599	260	195	DENTSU Inc.	
457	Employee Data			Male	313	310	263	112	82	DENTSU Inc.	
458	Employee Data			Female	368	388	336	148	113	DENTSU Inc.	
459	Employee Data		Clerical staff	Total	490	486	468	272	265	DENTSU Inc.	
460	Employee Data			Male	0	0	0	0	0	DENTSU Inc.	
461	Employee Data			Female	490	486	468	272	265	DENTSU Inc.	
462	Employee Data		Partners / senior staff	Total	218	265	314	213	228	DENTSU Inc.	
463	Employee Data			Male	174	216	253	177	185	DENTSU Inc.	
464	Employee Data			Female	44	49	61	36	43	DENTSU Inc.	
465	Employee Data		Part-timers, others	Total	85	65	50	29	27	DENTSU Inc.	
466	Employee Data			Male	51	31	25	16	15	DENTSU Inc.	
467	Employee Data			Female	34	34	25	13	12	DENTSU Inc.	
468	Employee Data		Assigned Employees	Total	325	268	267	349	231	DENTSU Inc.	
469	Employee Data			Male	204	165	165	235	146	DENTSU Inc.	
470	Employee Data			Female	121	103	102	114	85	DENTSU Inc.	

Employment: Quantitative Data for DENTSU Inc.

No.	Category	Details	Data					Coverage	Website
				2019/12	2020/12	2021/12	2022/12	2023/12	
471	Employee Data	Employee composition ratio	Executive Officers, others	0.7%	0.4%	0.5%	0.5%	0.5%	DENTSU Inc.
472	Employee Data		Managers	24.8%	24.7%	24.5%	24.7%	26.4%	DENTSU Inc.
473	Employee Data		Non-managers	49.1%	49.1%	49.2%	54.9%	55.9%	DENTSU Inc.
474	Employee Data		Contract employees	9.6%	10.1%	9.1%	4.6%	3.5%	DENTSU Inc.
475	Employee Data		Clerical staff	6.9%	7.0%	7.1%	4.8%	4.8%	DENTSU Inc.
476	Employee Data		Partners / senior staff	3.1%	3.8%	4.8%	3.8%	4.1%	DENTSU Inc.
477	Employee Data		Part-timers, others	1.2%	0.9%	0.8%	0.5%	0.5%	DENTSU Inc.
478	Employee Data		Assigned employees	4.6%	3.9%	4.1%	6.2%	4.2%	DENTSU Inc.
				2020/4	2021/4	2022/4	2023/4	2024/4	
479	Recruitment Data	Number of new graduates hired	Total	122	115	97	120	143	DENTSU Inc.
480	Recruitment Data		Male	66	63	52	58	67	DENTSU Inc.
481	Recruitment Data		Female	56	52	45	62	76	DENTSU Inc.
482	Recruitment Data		Female ratio	45.9%	45.2%	46.4%	51.7%	53.1%	DENTSU Inc.
				FY2019	FY2020	FY2021	FY2022	FY2023	
483	Recruitment Data	Number of mid career recruits	Total	68	24	44	78	254	DENTSU Inc.
484	Recruitment Data		Male	50	18	25	57	101	DENTSU Inc.
485	Recruitment Data		Female	18	6	19	21	153	DENTSU Inc.
486	Recruitment Data		Female Ratio	26.5%	25.0%	43.2%	26.9%	60.2%	DENTSU Inc.
487	Recruitment Data	Number of employees rehired after retirement	Total	67	96	101	55	86	DENTSU Inc.
488	Recruitment Data		Male	55	79	80	42	62	DENTSU Inc.
489	Recruitment Data		Female	12	17	21	13	24	DENTSU Inc.

Employment: Quantitative Data for DENTSU Inc.

No.	Category	Details	Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023	
490	Data	Average age	Total	40.9	41.2	41.5	41.6	41.3	DENTSU Inc.
491	Data		Male	42.8	43.2	43.5	42.9	42.6	DENTSU Inc.
492	Data		Female	37.0	37.1	37.5	37.9	37.2	DENTSU Inc.
493	Data	Average years of service	Total	13.8	14.2	14.5	16.2	15.8	DENTSU Inc.
494	Data		Male	16.1	16.6	17.0	17.2	17.0	DENTSU Inc.
495	Data		Female	9.1	9.2	9.6	13.1	12.3	DENTSU Inc.
496	Data	Number of childcare leave recipients	Total	232	205	205	192	214	DENTSU Inc.
497	Data		Male	164	150	155	140	166	DENTSU Inc.
498	Data		Female	68	55	50	52	48	DENTSU Inc.
499	Data	Total number of eligible childcare leave recipients	Total	N/A	250	267	210	224	DENTSU Inc.
500	Data		Male	N/A	195	217	158	176	DENTSU Inc.
501	Data		Female	N/A	55	50	52	48	DENTSU Inc.
502	Data	Childcare leave acquisition rate	Total	N/A	82.0%	77.0%	91.0%	95.5%	DENTSU Inc.
503	Data		Male	N/A	76.9%	71.4%	88.6%	94.3%	DENTSU Inc.
504	Data		Female	N/A	100.0%	100.0%	100.0%	100.0%	DENTSU Inc.
505	Data	Return to work rate from leave due to childcare, nursing care, etc.	Total	100.0%	100.0%	100.0%	100.0%	100.0%	DENTSU Inc.
506	Data		Male	100.0%	100.0%	100.0%	100.0%	100.0%	DENTSU Inc.
507	Data		Female	100.0%	100.0%	100.0%	100.0%	100.0%	DENTSU Inc.

Occupational Saftey and Health: Quantitative Data for DENTSU Inc.

No.	Category	Details	Data					Coverage	Website
				FY2019	FY2020	FY2021	FY2022	FY2023	
508	Data	Average days of annual leave used	Total	12.6	9.3	12.7	14.8	13.9	DENTSU Inc.
509	Data		Male	12.2	9.2	12.4	14.7	14.3	DENTSU Inc.
510	Data		Female	13.4	9.5	13.4	15.0	13.3	DENTSU Inc.
511	Data	Number of days of annual leave granted	Total	N/A	20	20	20	20	DENTSU Inc.
512	Data		Male	N/A	20	20	20	20	DENTSU Inc.
513	Data		Female	N/A	20	20	20	20	DENTSU Inc.
514	Data	Usage rate of annual leave days	Total	62.8%	46.5%	63.5%	73.9%	74.2%	DENTSU Inc.
515	Data		Male	N/A	46.1%	62.0%	73.3%	73.3%	DENTSU Inc.
516	Data		Female	N/A	47.3%	67.0%	75.2%	76.2%	DENTSU Inc.
517	Data	Total hours worked per employee (hours)	Total	1,903	1,838	2,023	1,957	2,000	DENTSU Inc.
518	Data	Absentee rate	Total	0.25%	0.13%	0.18%	0.20%	0.24%	DENTSU Inc.

Notes on Data

No.	22-26	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.	46	Revenue per employee	Exchange rate 1GBP= 2019: ¥139.3, 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.9, 2023: ¥174.3
No.	47	Operating profit per employee	Exchange rate 1GBP= 2019: ¥139.3, 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.9, 2023: ¥174.3
No.	63-65	Percentage of female workers in management positions (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 previous disclosures.
No.	129	Percentage of employees with disabilities	Total of six companies under the special subsidiary system (Dentsu Group Inc., Dentsu Solari Inc., Dentsu Inc., Dentsu Corporate One Inc., Dentsu Casting & Entertainment Inc. and Dentsu Runway Inc.), until 2022, four companies combined (Dentsu Group Inc., Dentsu Solari Inc., Dentsu Inc. and Dentsu Corporate One Inc.)
No.	130	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.	131-136	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 Satisfaction score and the Recommend score.
No.	157-189	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”
No.	190-223	Number of leaders	<ul style="list-style-type: none"> The persons in the “Not declared” and “No data” categories are included in the denominator to calculate the percentage of female leaders. “Leader” is defined as employees in job levels 55 and above (International). Executive-level employees of each company are included for Japan. Even if an employee holds concurrent posts (i.e. is a leader multiple organizations), the person is counted as one employee. Seconded employees are counted as part of their main work location.
No.	228-236	Number of new graduates hired	<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.	237-250	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.	251-259	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.	272-275	Recruitment costs	Exchange rate 1GBP= 2019: ¥139.3, 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.9, 2023: ¥174.3
No.	276-279	Recruitment cost per person	Exchange rate 1GBP= 2019: ¥139.3, 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.9, 2023: ¥174.3
No.	332-334	High-performer turnover rate	Coverage of 2019 data is limited to 45.5%.
No.	338-340	Number of male employees utilizing childcare leave	

Notes on Data

No. 341-343	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. 353-360	Total monetary compensation	Exchange rate 1GBP= 2019: ¥139.3, 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.9, 2023: ¥174.3
No. 361-369	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.
No. 370	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. 372	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. 388-390	Usage rate of annual leave	From 2022, treatment of companies in scope, reference date and seconded employees have changed resulting in difference calculation method from pervious disclosures.
No. 431-433	Amount of donations	Exchange rate 1GBP= 2019: ¥139.3, 2020: ¥137.1, 2021: ¥151.1, 2022: ¥161.9, 2023: ¥174.9 Donations = cash donations + value of in-kind media space leveraged

Governance

Corporate Governance

No.	Category	Details	Data	Coverage	Website
1	Approach		<p>The Group has set the purpose of extending “an invitation to the never before,” WHY/WHAT/HOW and eight values called “the 8 ways” as its Corporate Philosophy (NORTHSTAR). And, as a foundation to realize NORTHSTAR, the Group established the Dentsu Group Code of Conduct, which defines the way everyone who works for, or on behalf of, the Group should act. As per NORTHSTAR, the Group will work on the maximization of corporate value for all stakeholders such as shareholders, clients, partners, employees, and consumers by positioning itself as a Business to Business to Society (B2B2S) corporate group that resolves social issues through business with clients.</p> <p>The Group has established a shared vision: “To be at the forefront of people-centered transformations that shape society.” In a market where marketing, technology, and consulting converge, the Group has redefined our business domain as “People-Centered Transformation,” and will evolve into a corporation that creates new solutions and generates positive social impact by using our standout creativity and technology.</p> <p>To achieve this, pursuing the best corporate governance is important. The Company shall ensure sustainable growth and enhance its 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 corporate governance in accordance with the basic concepts below.</p> <p>(i) To respect shareholders’ rights and ensure their equal treatment.</p> <p>(ii) To consider the interests of stakeholders, including shareholders, and cooperate with them appropriately.</p> <p>(iii) To appropriately disclose company information and ensure transparency.</p> <p>(iv) To enhance the effectiveness of the supervisory function over business execution.</p> <p>(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> <p>(Source: 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	<p>Please refer to the Website.</p> <p>There is no limit on the number of concurrent positions held by directors, however, the Corporate Governance Policy (Chapter 5-11. Concurrent positions as an officer of another listed company) states how the Dentsu Group approves a director’s concurrent positions.</p>	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_202403_en.pdf
4	Policy	Basic Policy on Internal Control of Dentsu Group	Please refer to the Website.	dentsu	https://www.group.dentsu.com/en/about-us/governance/internal_control.html
5	Board of Directors	Corporate governance implementation structure	<p>Please refer to the Website.</p> <p>The purpose of the Board of Directors and the frequency of its meetings are described in the Notice of Convocation of the 175th Ordinary General Meeting of Shareholders (P27).</p>	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/governance/structure.html https://www.group.dentsu.com/en/ir/common/pdf/ams175noticeE.pdf
6	Board of Directors	Chairman of the Board	Tim Andree	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/leadership.html

Corporate Governance

No.	Category	Details	Data	Coverage	Website
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	Independency	There is no specific numerical target for the number of independent outside directors, but our Corporate Governance Policy (Chapter 5-2. Composition of the Board of Directors and term of office of directors) notes that the number of directors on the Board of Directors of the Company shall be fifteen (15) or fewer, and the majority of the members shall be independent outside directors. Page 7 of the ESG Briefing materials shows the evolution of the number of independent outside directors.	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/governance/cgp.html https://www.group.dentsu.com/en/ir/common/pdf/ESG-Briefing2023.pdf
9	Board of Directors	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, our policies for human resource development and internal environment development to ensure diversity, and the status of their implementation.	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/common/pdf/governance_202403_en.pdf
10	Board of Directors	Policy on Board diversity	<ul style="list-style-type: none"> Our Corporate Governance Policy (Chapter 5-2. Composition of the Board of Directors and term of office of directors) explains that the elements of diversity on the board of directors include gender, internationality, work experience, and age of its members. There are no criteria for non-executive directors or audit committee members with industry experience. Regarding the criteria for financial expertise, our Corporate Governance Policy (Chapter 5-7. Criteria and Procedures for the Nomination and Dismissal of Candidates for Directors and Executive Officers) notes that one of the criteria for the selection and appointment of candidates for outside directors is that they have a professional career with expertise in finance. 	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/governance/cgp.html
11	Board of Directors	Target on Board diversity	There is no target. Our Corporate Governance Policy (Chapter 5-2. Composition of the Board of Directors and term of office of directors) explains that the elements of diversity for the Board of Directors include gender, internationality, work experience and age of its members.	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/governance/cgp.html
12	Board of Directors	Target on Board diversity	<ul style="list-style-type: none"> Non-executive directors or audit committee members with industry experience: Tim Andree (non-executive director), Paul Candland (independent outside director), Andrew House (independent outside director), and Keiichi Sagawa (audit committee member). Directors with financial expertise: Arinobu Soga, Keiichi Sagawa, Mihoko Sogabe and Yuka Matsuda. 	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams175noticeE.pdf
13	Board of Directors	Average term in office	4 years	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams175noticeE.pdf
14	Board of Directors	Evaluation of effectiveness	The effectiveness of the Board of Directors is evaluated annually. The method, analysis results, evaluation of the effectiveness evaluation, and efforts for future improvement are described in the Notice of Convocation of the 175th Ordinary General Meeting of Shareholders [Evaluating the Effectiveness of the Board of Directors] and the Integrated Report 2024[Evaluating Board effectiveness; measures taken in 2023].	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams175noticeE.pdf https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf

Corporate Governance

No.	Category	Details	Data	Coverage	Website
15	Board of Directors	Terms of Reference	We have the Rules of the Board of Directors and the Rules of Authorities (non-disclosable).	Dentsu Group Inc.	
16	Nominating Committee	Succession planning	<p>In order to comprehensively promote management succession planning, the Dentsu Group Inc. has established a process for comprehensively collecting and reviewing information on human resources within the Group, with (2) also functioning as a talent pool for (1), by having the Nomination Committee and HR function carry out the following two main initiatives by target group.</p> <p>Initiatives</p> <p>(1) Nominating Committee for directors and executive officers</p> <p>(2) Initiatives for other important positions (CxOs)</p> <p>(1) Nominating Committee for Directors and Executive Officers</p> <ul style="list-style-type: none"> - The process for selecting talent is set up by setting the 'What Good Looks Like' in terms of desirable skills, experience and qualities, and comparing them with the pool of internal and external candidates, with a view to realising the long-term vision for 2030 set out by the Group. The selection process ensures transparency and multifaceted perspectives through assessments by external experts and interviews with directors. - The programs are tailored to meet individual needs, including experience in key positions within the Group, coaching, mentoring by directors and skills development by external experts. - For CEO candidates, in addition to the usual succession planning, alternative candidates (contingency candidates) are also established. The personnel requirements are designed in accordance with the contingency scenario, and suitable personnel are selected. <p>(2) Initiatives for other key positions (CxOs)</p> <ul style="list-style-type: none"> - The leaders of each region, service area and corporate department hold annual People Discussions with the CEO and other management to discuss the status of key talent in their area and their development plans. The same metrics are used on a Group global basis to identify information on current and potential successors in key positions, and to form and review the talent pool. - Development plans are set up for the talent pool by job level. The system of skill development program and leadership development programs is being designed for the leadership, middle and junior levels as a rough classification. - Skills-based (1): Integrated Solution Development Skills Development Program is scheduled to be launched in 2024. The program will cover junior to leadership levels. - Skills-based (2): The Global Mobility Program to develop practical skills in practice areas. Plans to dispatch 2-4 Japanese employees to overseas markets. To be expanded gradually from the middle layer. - Leadership (1): Program to develop leadership skills with a focus on authentic leadership and case studies. Targets 40 leaders. - Leadership (2): Female leadership development program targeted to the middle to leadership level, with around 50 participants. - Leadership (3): Program for junior to middle level leaders is being planned. 	dentsu	
17	Board of Directors	Skills matrix	A skills matrix is included in the Corporate Governance Report [Directors Skills] . 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.	Dentsu Group Inc.	https://www.group.dentsu.com/en/about-us/common/pdf/governance_202403_en.pdf

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Corporate Governance

No.	Category	Details	Data																		Coverage	Web site
			*Established Nomination and Compensation Advisory Committee in July 2019 (to March 2020) **Reorganized Nomination Advisory Committee after 2020 re-election *** Reorganized Nominating Committee after 2023 re-election	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	2023 Apr-Dec	2024 Jan-Mar	2024 Mar after the re-election		
28	Nominating Committee		Members	—	—	3	3	—	—	—	—	—	8	—	4	4	4	4	4	4	Dentsu Group Inc.	
29	Nominating Committee		Independent Outside Directors	—	—	2	2	—	—	—	—	—	5	—	3	3	3	3	3	3	Dentsu Group Inc.	
30	Nominating Committee		Number of meetings Advisory Committee *Exact frequency and attendance unknown	—	—	4	3*	—	—	—	—	—	2	—	6	1	1	8	3	1	Dentsu Group Inc.	
31	Nominating Committee		Attendance Rate *Exact frequency and attendance unknown **No record of attendance 1 out of 2 times	—	—	100%	100%*	—	—	—	—	—	**	—	91.6%	100%	100%	100%	100%	100%	Dentsu Group Inc.	
			*Established Nomination and Compensation Advisory Committee in July 2019 (to March 2020) **Reorganized Compensation Advisory Committee after 2020 re-election ***Reorganized Compensation Committee after 2023 re-election	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	2023 Apr-Dec	2024 Jan-Mar	2024 Mar after the re-election		
32	Compensation Committee		Members	—	—	3	3	—	5	5	—	8	8	—	4	4	3	3	3	3	Dentsu Group Inc.	
33	Compensation Committee		Independent Outside Directors	—	—	2	2	—	3	3	—	5	5	—	3	3	3	3	3	3	Dentsu Group Inc.	
34	Compensation Committee		Number of Meetings *Exact frequency and attendance unknown	—	—	4	3*	—	6*	1	—	7	3	—	7	3	1	7	3	1	Dentsu Group Inc.	
35	Compensation Committee		Attendance Rate *Exact frequency and attendance unknown	—	—	100%	100%*	—	100%*	100%	—	98.2%	87.5%	—	100%	100%	100%	100%	88.8%	100%	Dentsu Group Inc.	

Executive Compensation

No.	Category	Details	Data	Coverage	Website
36	Approach		Remuneration for directors is determined by resolution of the Compensation Committee in conjunction with the transition to being a Company with a Nominating Committee, etc. [Article 29 of the Articles of Incorporation, Chapter 4: Directors and the Board of Directors] (in Japanese Only). The concept behind director compensation and the process of determining compensation are also explained in the Integrated Report 2024 [Executive compensation policy/Strategic shareholdings].	Dentsu Group Inc.	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf https://www.nikkei.com/nkd/disclosure/tdnr/20230330540092/ (Japanese Only)
37	Policy	Long-term variable compensation guidelines	Long-term variable remuneration is explained in the Integrated Report 2024 [Executive compensation policy/Strategic shareholdings]. Also, long-term variable remuneration guidelines, including the timing of determination and the performance period covered, are explained in the Integrated Report 2024 [Executive compensation policy /Strategic shareholdings] and the Annual Securities Report [Executive Compensation, etc.] (in Japanese only), and the Notice of Convocation of the 175th Ordinary General Meeting of Shareholders [Policy for Determining the Amount or Calculation Method of for Directors and Executives Officers].	Dentsu Group Inc.	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf https://www.group.dentsu.com/en/ir/common/pdf/ams175noticeE.pdf https://ssl4.eir-parts.net/doc/4324/yuho_pdf/S100T4UC/00.pdf (Japanese Only)
38	Policy		Policies and regulations regarding executive compensation (in terms of compensation levels, malus/clawback clauses, linking to ESG indicators, etc.) are explained in the Integrated Report 2024 [Executive compensation policy/Strategic shareholdings]. Also, Dentsu Group Inc. has instituted 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 2024 [Executive compensation policy/Strategic shareholdings] and the Annual Securities Report [Executive Compensation, etc.] (in Japanese only), and the Notice of Convocation of the 175th Ordinary General Meeting of Shareholders [Policy for Determining the Amount or Calculation Method of for Directors and Executives Officers].	Dentsu Group Inc.	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf https://www.group.dentsu.com/en/ir/common/pdf/ams175noticeE.pdf https://ssl4.eir-parts.net/doc/4324/yuho_pdf/S100T4UC/00.pdf (Japanese Only)
39	CEO compensation metrics		CEO compensation indicators and results are explained in the Notice of Convocation of the 175th Ordinary General Meeting of Shareholders [Policy for Determining the Amount or Calculation Method of for Directors and Executives Officers]. English: FY2024(175th): page 48-51, FY2023(174th): page 42-48, FY2022(173th): page 40-45 CEO compensation is explained in the Annual Securities Report [Executive Compensation, etc.] (in Japanese only).	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams175noticeE.pdf https://ssl4.eir-parts.net/doc/4324/yuho_pdf/S100T4UC/00.pdf (Japanese Only)
40	Non-executive Director compensation		All are fixed compensations, with no variable compensation. It is described in the Notice of Convocation of the 175th Ordinary General Meeting of Shareholders (P48).	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams175noticeE.pdf
41	CEO-to-Employee pay ratio		10.3x. CEO-to-employee pay ratio is based on CEO Igarashi's compensation of 164 million yen (FY2023) and employee annual average salary (Dentsu Group Inc.) 15,885,604 yen (as of December 31, 2023).	Dentsu Group Inc.	https://ssl4.eir-parts.net/doc/4324/yuho_pdf/S100T4UC/01.pdf (Japanese Only)
42	Stock ownership data		Shareholdings of directors are disclosed in the notice of convocation of the 175th Ordinary General Meeting of Shareholders. In addition, the shareholdings of the two executive directors are as follows; -Hiroshi Igarashi Current shareholdings: 8,890 shares, Maximum value: 55,640 shares -Arinobu Soga Current shareholdings: 5,466 shares, Maximum value: 31,618 share	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/ams175noticeE.pdf

Risk Management

No.	Category	Details	Data	Coverage	Website
43	Risk governance		<p>The risk management structure is described in the Integrated Report 2024 [Risk management]. We have set up the Group Risk Committee, under which four Regional Risk Committees were formed to strengthen Group risk management.</p> <p>The Group Risk Committee mainly covers medium- to long-term strategic risks. To strengthen the Group's risk management-related control and monitoring functions, starting this year the Group Risk Committee is chaired by the Representative Executive Officer, President & Global CEO, and the Regional CEOs from Japan, the Americas, EMEA, and APAC have been appointed as committee members.</p> <p>The activities of, and responses by, the Group Risk Committee and each of the four Regional Risk Committees are regularly monitored by the Group Management Board and the Board of Directors.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
44	Promotion structure		<p>The risk management promotion structure is described in Integrated Report 2024 [Risk management]. We have in place a Group Management Team to promote management globally. This enables the Group to transition to a structure that facilitates accelerated business transformation and enhanced management. The result is business growth and the enhancement of sustainable corporate value.</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 including outside directors have management experience and are well-versed in risk management.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
45	Process		The risk management process is described in Integrated Report 2023, Risk Management.	Dentsu Group Inc.	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf
46	Risk assessment		The risk assessment of the risk management process is described in Integrated Report 2023, Risk Management.	Dentsu Group Inc.	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf
47	Internal permeation	Process	<p>The risk management process is described in Integrated Report 2024 [Risk management]. To manage the likelihood of risks materializing and control their impact should they materialize and reach specified levels, risk sponsors are selected for each risk.</p> <p>Once the degree of the Group's risk exposure (evaluated using a heat map based on Likelihood of Occurrence x Impact) has been ascertained, a response plan and deadline are determined, and progress is reported regularly with the aim of mitigating risks.</p> <p>Overall risk exposure is reviewed annually, while individual risks are reviewed as necessary and appropriate.</p> <p>The Group's internal reporting system (Speak Up @dentsu) provides a measure or mechanism for all employees to proactively identify and report potential risks throughout the organization.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf

Risk Management

No.	Category	Details	Data	Coverage	Website
48	Internal permeation	Risk management training	<p>Training on risk management is referenced in the Integrated Report 2024 [Risk management]. In order to foster and spread a risk culture in the Group, training on risk management will be provided to senior management and employees as appropriate.</p> <p>The various training materials that were previously provided separately for Japan and other international markets will be updated to correspond to dentsu as a whole.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
49	Risk assessment results	Business risk	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 in the "Financial Report," and in the 175th Annual Securities Report as [Business and Other Risks](Japanese Only)and its partial translation in English in the "Financial Report."	Dentsu Group Inc.	https://www.group.dentsu.com/en/ir/common/pdf/2024_finance.pdf
50	Risk assessment results	The concept of emerging risk	<p>The concept of emerging risk is described in Integrated Report 2024 [Risk management].</p> <p>With regard to emerging risks stemming from climate change and other conditions that were not factors in the past, the Group Risk Committee and the four Regional Risk Committees work together as needed to identify risks, assess potential impacts on management and business strategies, and formulate response plans.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
51	Risk assessment results	Emerging risk analysis	Emerging risk analysis will be addressed in the future based on the "Emerging Risk Approach" disclosed in Integrated Report 2024.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf

Business Ethics & Compliance

No.	Category	Details	Data	Coverage	Website
52	Policy	Dentsu Group Code of Conduct	<p>The Dentsu Group Code of Conduct is available in multiple languages for all employees and is disseminated throughout the Group via the intranet. The Code of Conduct is also posted on our website and can be accessed from outside the company. Training on the Dentsu Group Code of Conduct is provided in multiple languages as mandatory training for all employees.</p> <p>The contents of the Dentsu Group Code of Conduct are updated as necessary. The Group Compliance Committee is responsible for the execution of updates and revisions, and reports to the directors through the Group Management Board. In addition, committee meeting materials and minutes are submitted to a third-party auditing firm.</p> <p>In the "Working with Integrity" section of the Dentsu Group Code of Conduct, we have established policies to prevent any conduct that conflicts with the interests of individuals and the interests of the Group, as well as to manage and supervise any conflicts of interest.</p>	dentsu	https://www.group.dentsu.com/en/about-us/governance/codeofconduct.html
53	Anti-bribery & corruption policy	Dentsu Group Anti-Bribery & Corruption Policy	The 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.	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/anti-bribery_corruption_policy_202301_en.pdf
54	Anti-bribery & corruption policy		The Dentsu Group Code of Conduct also includes anti-bribery and anti-corruption provisions, and all employees who have attended training on the Dentsu Group Code of Conduct have signed it.	dentsu	
55	Prevention of conflicts of interest policy	Corporate Governance Policy & Report	<p>[Chapter 2 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_202403_en.pdf
56	Prevention of conflicts of interest policy	Dentsu Group Code of Conduct	<p>In the "Working with Integrity" section of the Dentsu Group Code of Conduct, we have established policies to prevent any conduct that conflicts with the interests of individuals and the interests of the Group, as well as to manage and supervise any conflicts of interest.</p> <p>Under this policy, internal rules applicable to the Dentsu Group, dentsu Japan, and International 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

Business Ethics & Compliance

No.	Category	Details	Data	Coverage	Website
57	Complaint processing program		We have established "Speak Up @dentsu," a contact point for internal and external reporting of compliance violations. In addition to being used as an internal reporting platform for internal use, "Speak Up @dentsu" is also used as a contact point for those outside the company to report compliance violations.	dentsu	
58	Internal whistle blower system		The whistleblowing system is explained in detail in the Integrated Report 2024 [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-report2024_all.pdf
59	Monitoring and promotion structure		Business ethics issues are addressed by the Group Compliance Committee, chaired by the Vice President Global 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 the Group Compliance Committee are submitted to and shared with the audit firm.	dentsu	
60	Monitoring and promotion structure		The Group Compliance Committee administers compliance activities and monitors compliance-related incidents. The committee, which acts under authority of the Group Management Board, is comprised of CEOs from each region and is chaired by the Global Chief Governance Officer. The details of committee meetings are regularly reported to the Board of Directors.	dentsu	
61	Monitoring and promotion structure		The Group Compliance Committee administers activities and monitors incidents related to the Anti-Bribery & Corruption Policy. The committee, which acts under authority of the Group Management Board, is comprised of CEOs from each region and is chaired by the Global Chief Governance Officer. The details of committee meetings are regularly reported to the Board of Directors.	dentsu	
62	Risk assesment		Business ethics risk management, including bribery and corruption, is described in detail in the Integrated Report 2024 [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-report2024_all.pdf

Business Ethics & Compliance

No.	Category	Details	Data	Coverage	Website
63	Risk management process		<p>Risk management of business ethics, including bribery and corruption, is described in detail in Integrated Report 2024 [Compliance: Compliance program].</p> <p>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-report2024_all.pdf
64	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	
65	Training	Ethical standards	Dentsu provides compliance training, including training on the Dentsu Group Code of Conduct.	dentsu	
66	Training	Corruption prevention	Training on anti-bribery and corruption is provided on a regular schedule and information is constantly communicated via the company intranet.	dentsu	
67	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	
68	Training	Anti-bribery training	Training including on bribery as part of compliance is conducted once a year as mandatory training for all employees.	dentsu	

Business Ethics & Compliance

No.	Category	Details	Data	Coverage	Website
69	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	
70	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	
71	Initiative		The anti-bribery training program includes communicating the Anti-Bribery & Corruption Policy to all employees via e-learning and the company intranet.	dentsu	
72	Initiative	Climate change lobbying	In accordance with the Group's science-based policies, dentsu is a member of the organizations presented below and seeks to form strategic partnerships with the aims of incorporating the knowledge gained from collaborations with external stakeholders into our management practices and enhancing the effectiveness of the Group's response to climate change. Decisions to become a member of an organization begin with a draft proposal by the Global Chief Sustainability Officer and approval by a specific meeting body chaired by the Global Corporate Secretary. The Group Sustainability Office oversees actual participation. Organization selection involves a thorough examination of the organization's activities, financial status, and other conditions. Separate individuals are designated for the draft proposal formulation and the approval to ensure the process incorporates the proper checks and balances.	dentsu	

Tax Transparency

No.	Category	Details	Data	Coverage	Website
73	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 bullet points 1–6"</p> <p>Avoiding use of tax havens P3 "INTRODUCTION" P13 "TAX OPTIMISATION – bullet points 1–3"</p> <p>Commitment not to transfer created value to low-tax jurisdictions P3 "INTRODUCTION" P5 "TAX STRATEGY – TAX OPTIMISATION – bullet point 4"</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 – bullet point 2"</p>	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/dentsu-Company-Tax-Strategy-Document2023_en.pdf
74	System		Tax payments are reported to the Board of Directors in conjunction with the closing agenda, rather than as a regular agenda item at Audit Committee meetings.	dentsu	

Supply Chain Management

No.	Category	Details	Data	Coverage	Website
75	Overview		Dentsu regards supply chain management as an important issue. In procurement, the Group has established and disclosed Group policies and put in place the necessary systems.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
76	Structure		<p>Dentsu's Global Chief Governance Officer (GCGO) & Global Chief Financial Officer (GCFO) is responsible for Group policies. Matters of high importance are brought up for discussion at important meetings of the Company, such as the Group Management Board, and are also reported to the Board of Directors as necessary. In addition, dentsu Japan and International (Outside Japan) each have their own procurement teams responsible for implementing actions in line with policies and supply chain management.</p> <p>Refer to Integrated Report 2024, "Supply Chain Management", for a description of our structure for supply chain management.</p> <p>The working group includes the dentsu Japan procurement team, the International procurement team, and Group Sustainability Office.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
77	Eligible suppliers		Dentsu's suppliers include a wide range of media, production, technology services, goods suppliers, consulting firms and other professional services firms.	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
78	Clarification of supply chain management		<p>The Dentsu Group Procurement Policy, which sets forth the Company's approach to procurement, is disclosed, and the Dentsu Group Supplier Code of Conduct has been developed as the behavior required of suppliers doing business with the Company.</p> <p>The requirement for suppliers to comply with all applicable anti-bribery and anti-corruption laws and regulations is described in the Supplier Code of Conduct.</p>	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/procurement-policy.pdf https://www.group.dentsu.com/en/about-us/common/pdf/supplier-code-of-conduct.pdf
79	Clarification of supply chain management		<p>Based on our Corporate Governance Policy, dentsu has established the Dentsu Group Code of Conduct as a code of conduct for appropriate cooperation with stakeholders. The Dentsu Group Code of Conduct calls for "integrity in all our actions."</p> <p>In response to this Dentsu Group Code of Conduct, dentsu Japan has established the "dentsu Japan Procurement Guidelines" to ensure fair business practices. In addition, the following related policies, etc., also serve as standards for fair trade practices.</p> <p>Related policies: Dentsu Group Code of Conduct/Dentsu Group Procurement Policy / Dentsu Group Supplier Code of Conduct / Dentsu Group Human Rights Policy / Dentsu Group Basic Policy for Information Security/Environmental Policy/dentsu Japan Procurement Guidelines/Declaration on Elimination and Prevention of Harassment / Basic Policy and Guidelines for Public Affairs Business / Guidelines for Sports Business / Guidelines for the Prevention of Unfair Bidding.</p>	Japan	https://www.japan.dentsu.com/jp/assets/pdf/company/procurement-guideline.pdf (Japanese only)

Supply Chain Management

No.	Category	Details	Data	Coverage	Website
80	Business ethics, corruption and anti-bribery policy for suppliers		<p>The Dentsu Group Supplier Code of Conduct covers forced labor, child labor, working conditions, occupational health and safety, discrimination and harassment, freedom of association and collective bargaining, greenhouse gas emissions and energy consumption, pollution prevention and waste management, resource efficiency, biodiversity, anti-corruption and conflict of interest measures, and anti-competitiveness globally. We expects our suppliers to understand and comply with the Dentsu Group Supplier Code of Conduct. At this stage, the dentsu Group Supplier Code of Conduct is the standard document for suppliers that refers to ESG. The dentsu Group Supplier Code of Conduct may be used by markets alongside contract terms and conditions to capture ESG requirements or expectations. In international markes, we also have across International a Contract policy and Purchase to Pay policy in place. The Purchase to Pay policy is being updated this year (2024) to include sustainability.</p>	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/supplier-code-of-conduct.pdf
81	Business ethics, corruption and anti-bribery policy for suppliers		<p>The Dentsu Group Procurement Policy states that, as a global company that contributes to the development of society through the provision of services to clients around the world, we will conduct business in accordance with the highest standards of integrity, ethics, and responsible business practices, and will properly conduct due diligence and assess the risks of bribery and corruption, In addition, the Dentsu Group Supplier Code of Conduct requires suppliers to act in accordance with the principle of zero tolerance with respect to any form of bribery, and also clarifies requirements for suppliers with respect to money laundering.</p>	dentsu	https://www.group.dentsu.com/en/about-us/common/pdf/supplier-code-of-conduct.pdf
82	Dealing with suppliers (risk monitoring and decarbonization)		<p>We clearly define the key risks not only country and sector risks, but also environment, human rights, compliance, information management, anti-corruption, and ESG risks in our transactions with suppliers, and conduct through due diligence, information gathering for risk management purposes at the start of transactions with suppliers, and conduct necessary monitoring during transactions. Together with our procurement and sustainability teams in Japan and International, we plan to move forward with efforts toward decarbonization in the future.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
83	Escalation process and external hotlines		<p>Procurement teams in each region, independent of business divisions, collect, analyze, and verify multifaceted information, including information received by hotlines for consultation from external suppliers, and consider and implement necessary measures. We have also established Speak Up@dentsu, a reporting window where suppliers can consult anonymously.</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf

Supply Chain Management

No.	Category	Details	Data	Coverage	Website
84	Establishment and publication of guidelines		Please refer to Integrated Report 2024 "Supply Chain Management".	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
85	Establishment and publication of guidelines		Please refer to Integrated Report 2024 "Supply Chain Management".	International	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
86	Guideline compliance measures		Please refer to Integrated Report 2024 "Supply Chain Management".	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
87	Guideline compliance measures		Please refer to Integrated Report 2024 "Supply Chain Management".	International	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
88	Monitoring		Please refer to Integrated Report 2024 "Supply Chain Management".	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
89	Monitoring		Please refer to Integrated Report 2024 "Supply Chain Management".	International	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
90	Escalation		Please refer to Integrated Report 2024 "Supply Chain Management".	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
91	Escalation		Please refer to Integrated Report 2024 "Supply Chain Management".	International	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
92	Education and training		Please refer to Integrated Report 2024 "Supply Chain Management".	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
93	Education and training		Please refer to Integrated Report 2024 "Supply Chain Management".	International	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf

Supply Chain Management

No.	Category	Details	Data	Coverage	Website
94	Risk management and due diligence		Please refer to Integrated Report 2024 "Supply Chain Management".	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
95	Risk management and due diligence		Please refer to Integrated Report 2024 "Supply Chain Management".	International	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
96	Examples of supply chain optimization and ongoing initiatives		Please refer to Integrated Report 2024 "Supply Chain Management".	Japan	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
97	Examples of supply chain optimization and ongoing initiatives		Please refer to Integrated Report 2024 "Supply Chain Management".	International	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
98	Supplier assessment and development		Dentsu Japan aims to verify the information security of suppliers with whom we place orders and to conclude comprehensive basic outsourcing transaction agreements with them. Concluding comprehensive basic outsourcing agreements with our suppliers allows us to manage risk when placing orders. Although we have not yet concluded a basic outsourcing transaction agreement with all suppliers, we plan to improve the conclusion rate by closely examining the details of orders placed with suppliers.	Japan	

Supply Chain Management

No.	Category	Details	Data	Coverage	Website
99	% of top suppliers assessed for sustainability risks		Circa 84% of in-scope UK and Global Functions suppliers (by spend) will be asked to report on their environmental performance via CDP this year. This will allow us to better understand our supply chain to identify sustainability risks and identify opportunities for decarbonization to support dentsu's net zero goals.	UK and Global Functions indirect suppliers (non-media)	
100	Training for buyers on social and environmental issues within the supply chain		<p>100% of UK and Global Functions Procurement staff members have completed two 90-minute Sustainable Procurement training sessions. The sessions targeted the following learning outcomes:</p> <ul style="list-style-type: none"> •Understanding of sustainable procurement and its significance to their roles. •How Sustainable Procurement aligns with dentsu's overall sustainability goals. •The impact of the Triple Bottom Line (economic, social, and environmental) and Circular Economy on procurement decisions. •The importance of Supplier Engagement for achieving Net Zero. •An awareness of sustainability risks and opportunities, specifically within the Procurement Services (PS) and Information Technology (IT) categories. •How to actively support the collection of supplier sustainability information through CDP. •How to engage suppliers based on dentsu's sustainability criteria. <p>All new-starters will complete Sustainable Procurement training within the dentsu training cycle.</p> <p>As part of the Sustainable Marketing Academy, Sustainable Procurement training has been developed, and recorded, for EMEA. This training has been made available to everyone within this market.</p>	UK and Global Functions indirect suppliers (non-media)	
101	Capacity building of suppliers on environmental and social issues		We acknowledge the importance of collaborating with our suppliers for Scope 3 reduction and this collaboration is also referenced in our Dentsu Group Supplier Code of Conduct.	UK and Global Functions indirect suppliers (non-media)	

Supply Chain Management

No.	Category	Details	Data	Coverage	Website
102	Supplier diversity programs		<p>US and Canada: dentsu's Supplier Diversity program aims to boost spending with diverse vendors certified by agencies and organizations recognized by our clients. The program is committed to inclusive business practices and taking actions such as:</p> <ul style="list-style-type: none"> •Enhancing diverse media investments. •Implementing transparent scorecards for Tier 1 and Tier 2 vendor spending. •Building capacity for long-term growth of diverse businesses. •Maintaining a directory of diverse businesses for partnership opportunities. <p>In the US, we have initiated an Economic Empowerment practice to support diverse media and provide better payment terms for diverse-owned media companies. We have also launched OWN IT, our vendor capacity building program aimed at connecting female founders to Tier 2 client opportunities. Leadership roles across industry and certification organizations are actively held by our dentsu executives.</p> <p>UK: Dentsu UK's Supplier Diversity program focuses on creating an inclusive procurement process to integrate diverse-owned businesses into dentsu's supply chain. Strategies are being developed to assess vendors' diversity and inclusion practices for better reporting and engagement. In the UK, we are developing partnerships with MSDUK and WEConnect to identify certified companies to do business.</p>	Canada, United Kingdom and United States	
103	% of targeted suppliers that have signed the Supplier Code of Conduct		<p>In 2023, over 99% of suppliers onboarded via Coupa (dentsu's e-procurement platform) signed up to the Dentsu Supplier Code of Conduct.</p> <p>Of the suppliers that did not accept, either:</p> <ul style="list-style-type: none"> -an equivalent review was conducted to ensure their Code of Conduct was in line with dentsu's, or -an exemption was made based on the commodity of supply. 	UK and Global Functions indirect suppliers (non-media)	
104	% of targeted suppliers that have undergone a CSR assessment		<p>Circa 84% of in-scope UK and Global Functions suppliers (by spend) will be asked to report on their environmental performance via CDP this year. This will allow us to better understand our supply chain to identify sustainability risks and identify opportunities for decarbonization to support dentsu's net zero goals.</p> <p>Qualitative data – While dentsu has an overall strong governance process in place, there is a need for this to be streamlined further. In 2024 dentsu will be re-launching the supplier risk management process (where our e-procurement platform Coupa is rolled out) which will include sustainability risk domains to assess the sustainability risk of our supply-chain.</p>	UK and Global Functions indirect suppliers (non-media)	

Data Privacy & Cyber Security

No.	Category	Details	Data	Coverage	Website
105	Policy	Dentsu 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
106	Policy	Basic policy on personal information protection	In accordance with Act on the Protection of Personal Information, we have made a commitment to notify the subject(s) of any data breaches. Details of our data protection efforts are described in the Dentsu Group Global Data Protection Principles.	dentsu	https://www.group.dentsu.com/en/termsofuse/privacypolicy.html
107	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
108	Promotion structure	Governance	The handling of personal information is determined on the execution side. Governance of cybersecurity is also explained in Integrated Report 2024 [Cyber Security: Governance & Risk].	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf
109	Promotion structure	Governance	<ul style="list-style-type: none"> • The Group Security Officer is responsible for the Group-wide security of the entire Group and reports to the members of the Group Executive Management. • We also have a structure that allows us to report to the Group Management Board (GMB), the highest level of executive management, and to the Board of Directors (BOD), as necessary. • Cyber security is a key theme of the Materiality "Business Ethics & Compliance and Data Security," and the Group Sustainability Committee under the GMB monitors progress which reports to the GMB and the BOD. • Cyber security is one of the key risks in the Group, which the Group Risk Committee under GMB reports its activities to GMB and the BOD. 	dentsu	
110	Management structure	Risk assessment and customer information management process	<p>Group's cybersecurity initiatives are also described in Integrated Report 2024 [Cyber Security: Securing Our Operations].</p> <p>Group Cybersecurity 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 assets, looking for changes or newly built infrastructure, which are then assessed for vulnerabilities. The service also works with assurance partners who provide third party penetration tests to attest our level of security posture.</p> <p>For incident Management, dentsu maintains a Group-level Incident Management Policy and associated processes consisting of centralized 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 (Business Continuity)</p> <p>Business Continuity Plans are developed and maintained in alignment with ISO 22301 Japan (Business Continuity)</p> <p>No information available for disclosure."</p>	dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf

Data Privacy & Cyber Security

No.	Category	Details	Data	Coverage	Website
111	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 evaluations. 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	
112	Management structure	Information security management system certification status	Dentsu operates an information security management system and maintains a range of industry recognized security certifications including ISO/IEC 27001:2013, both at a global and localised/service level. Dentsu's data centers 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. International A comprehensive cyber insurance policy providing coverage for cyber security incidents including information security breaches is maintained across International. Japan A comprehensive cyber insurance policy providing coverage for cyber security incidents including information security breaches is maintained across dentsu Japan.	dentsu	https://www.dentsu.co.jp/en/sustainability/compliance/
113	Internal permeation	Cybersecurity training	Cybersecurity training is also described in Integrated Report 2024 [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 behaviors. This is delivered through our learning management system and includes proof of learning and policy attestation. Completion rates are tracked and reported to management. Our training curriculum includes: - 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/communication/pdf/integrated-report2024_all.pdf
114	Cybersecurity processes and infrastructure enhancement initiatives		<ul style="list-style-type: none"> We conduct a vulnerability assessment, including a penetration test, once a year, and the results of the assessment are guaranteed by an outside vendor. For cybersecurity risk responses, please also see Cybersecurity "Governance & Risk" in Integrated Report 2024. Business Continuity Plans (BCP) are developed on a region-by-region basis. Details are below. International has developed and maintains the BCP in accordance with ISO 22301. In Japan, after the BCP is developed, the plan is inspected, and risks are analyzed through periodic audits by external parties. In addition, Dentsu Inc. has implemented industry best practice management measures in line with ISO 22301, ISO 2361, ISO 27031, and ISO 27001, and reviews them periodically. 	dentsu	

Data Privacy & Cyber Security

No.	Category	Details	Data	Coverage	Website
115	Vulnerability management		<p>Our vulnerability management programs continuously scan our environment to identify gaps, assess new risks and mitigate promptly through a combination of activities.</p> <ul style="list-style-type: none"> - Network-based scans 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, misconfigurations and open ports. - Application scans to detect known software vulnerabilities and misconfigurations 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 and executes a cyber security audit plan. The audits are classified into management audits and penetration tests, and are utilized by specialized external companies where needed.</p> <p>Each year, internal audits required by ISO/IEC27001 are also conducted.</p>	dentsu	
116	Vulnerability management	Independent assurance	<p>The independent assurance is also described in-Integrated Report 2024 [Cyber Security: Our Security Program].</p> <p>Group</p> <p>Independent (external) testing and assessment of our corporate infrastructure for standard security issues is performed as part of our vulnerability and risk management program. Additionally, "Red Team" exercises are performed that simulate targeted cyber attacks and test dentsu's ability to prevent, detect, and respond to adversarial activity.</p> <p>External assessments of dentsu's security and technology control design and effectiveness are also undertaken to support the International 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-report2024_all.pdf

Human Rights

No.	Category	Details	Data	Coverage	Website
117	Management	Governance	<p>Dentsu's Global Chief Governance Officer oversees our Group human rights program. Our Heads of Human Rights are responsible for day-to-day implementation of our Group human rights strategy, working closely with our Group functions teams to build and embed capacity for the management of our human rights impacts. Human rights are a standing agenda item at the Group Sustainability Committee (GSC) which meets four times a year. This year, the GSC reviewed our Group human rights strategy and the results of our Human Rights Impact Assessment (HRIA).</p> <p>The Dentsu Group Human Rights Committee and dentsu Japan Human Rights Education Conference cover Japan-specific issues.</p>	dentsu	<p>https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf</p> <p>http://www.group.dentsu.com/en/about-us/governance/human-rights.html</p>
118	Policy	Dentsu Group Human Rights Policy	<p>dentsu is committed to upholding all internationally-recognised human rights and the UN Guiding Principles on Business and Human Rights in every aspect of our operations.</p> <p>Our Code of Conduct, Supplier Code of Conduct, Human Rights Policy, and various other policies related to specific impacts set out our commitment to human rights and our expectations for all employees and suppliers.</p> <p>The Human Rights Policy was updated in consultation with expert stakeholders and approved by the Group Management Board.</p>	dentsu	<p>https://www.group.dentsu.com/en/about-us/common/pdf/human-rights-policy.pdf</p>
119	Risk assessment	Global Human Rights Impact Assessment (HRIA)	<p>Our Human Rights Policy sets out our commitments to mitigate our most salient human rights impacts. To complement our ongoing risk screening, we appointed an external expert agency to conduct a global Human Rights Impact Assessment (HRIA) ,identifying and assessing our salient human rights impacts. This included interviews with internal and external stakeholders and incorporated affected stakeholder engagement through employee and consumer survey results. The HRIA covered all aspects of our global operations, including our supply chain.</p> <p>Our most salient human rights issues are:</p> <ul style="list-style-type: none"> -Equality and non-discrimination -Freedom of Thought, Opinion, Religion and Belief, and Freedom of Expression and Access to Information -Labor rights and harassment -Privacy and data security -Child's rights -Right to a healthy environment 	dentsu	<p>https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf</p> <p>http://www.group.dentsu.com/en/about-us/governance/human-rights.html</p>
120	Risk mitigation		<p>We conduct human rights due diligence throughout our operations and supply chain to identify, prevent and mitigate risks. Our approach is aligned with the United Nations Guiding Principles on Business and Human Rights.</p> <p>Our Heads of Human Rights work closely with our global function teams – including Human Resources, Legal & Compliance, Procurement, Comms, and Brand Assurance – to embed human rights considerations, provide expertise, and build capacity for the day-to-day management of human rights risks. This includes various training initiatives including online content, and function/practice specific workshops, to consultation from internal expertise.</p> <p>In Japan, information on cases in which risks have occurred or are likely to occur is promptly collected by the Human Rights Department, 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>	dentsu	<p>https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf</p> <p>http://www.group.dentsu.com/en/about-us/governance/human-rights.html</p>

Human Rights

No.	Category	Details	Data					Coverage	Website
121	Grievance /Remedy	Governance	<p>We encourage all employees and external stakeholders to raise any human rights enquiries, grievances or concerns.</p> <p>We provide a variety of channels for employees to raise concerns and grievances including our Speak Up @dentsu portal which is externally operated, free, anonymous and confidential, and available in all appropriate languages.</p> <p>Our Supplier Code of Conduct requires suppliers to raise any actual or potential concerns or suspicions of wrongdoing related to their engagement or relationship with dentsu, including any breaches of the Supplier Code of Conduct, using the Speak Up @dentsu portal.</p> <p>We undertake thorough investigations into concerns raised, and where they are substantiated, we take appropriate remedial and corrective actions.</p> <p>We have a zero-tolerance policy against retaliation of any kind against individuals who speak up in good faith.</p>					dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf http://www.group.dentsu.com/en/about-us/governance/human-rights.html
122	Training	Training	<p>All dentsu employees are required to undertake annual training on our Code of Conduct.</p> <p>In Japan, a specialized department (Human Rights Department, Compliance Office, Dentsu Corporate One Inc.) provides training for employees to raise awareness of human rights impacts and risks so that they can take prompt action in their work. This training is provided when new employees are onboarded and all employees are required to complete the training annually. The department, alongside human rights staff at each company, also provide consultation services to support human rights education and initiatives where required.</p>					dentsu	https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2024_all.pdf http://www.group.dentsu.com/en/about-us/governance/human-rights.html
123	Legal	Modern slavery obligations	<p>Dentsu UK Limited, Merkle Marketing Limited, and their associated UK-based subsidiaries and brands have issued Modern Slavery Statements annually in accordance with section 54(1) of the UK Modern Slavery Act.</p> <p>Dentsu International Australia Pty Ltd issues a Modern Slavery Statement annually in accordance with the Australian Modern Slavery Act 2018.</p>					Dentsu UK/Dentsu AUS	https://www.dentsu.com/our-policies/modern-slavery-act
				FY2019	FY2020	FY2021	FY2022	FY2023	
124	Internal reporting	Number of "Compliance Line" reports	DGI+Japan	17	10	6	12	32	Dentsu Group Inc.+Japan
125	Internal reporting	Number of "Speak Up" incidents reports	Int.	35	43	38	100	218	International

Human Rights

No.	Category	Details	Data	Coverage	Website
126	Initiative	Initiatives for human rights awareness	<p>The Human Rights Art Project has transformed dentsu's previous human rights poster production activities into a more open activity involving a broader sphere of society. Students at art universities collaborate in the production of posters by providing designs to accompany the human rights slogans.</p> <p>Since fiscal 2007, we have been collaborating with other enterprises to produce posters using the best of the suggested slogans. Currently, we are working on posters with Joshibi University of Art and Design, Osaka University of Arts, and Kyoto University of the Arts.</p> <p>Students work with dentsu creative staff from the initial idea stage to produce the posters. In fiscal 2023, 44 students participated and, to date, some 1,200 students have taken part in the project. Due to the impact of COVID-19, we have also begun incorporating coursework held remotely.</p> <p>The poster initiative enables dentsu to contribute to human rights awareness using communications skills it has honed through advertising work.</p>	Japan	https://www.dentsu.co.jp/en/sustainability/humanrights/

Responsible Media

No.	Category	Details	Data	Coverage	Website
127	Governance	Governance	<p>The Global dentsu Media Responsibility Team based in the US holds immense focus on our Group compliance policies, practices & controls. The centralized approach of the Team is a Brand Assurance Framework developed & managed so as to cover our Group-wide operations, shared with media agencies globally. Each client team adopts the Framework and counsels with the Brand Assurance team, incorporating each client's unique requirements.</p> <p>The goal of the Team is a 100% brand-safe environment. Advertisers have different risk tolerance levels; we customized to define what "brand safe" means to each client and place protections to eliminate their exposure to unsafe ecosystems. This is achieved by:</p> <ul style="list-style-type: none"> •Using MRC-Accredited (or otherwise audited) tools to monitor, filter & block inappropriate content •Working with only trusted partners to ensure quality & accountability •Ensuring specialized trained teams & using the optimal tool •Protecting client's contractual agreements with partners beyond standard terms & conditions •Promoting & proactively leading through industry initiatives such as GARM (WFA), TAG, IAB, BSI, AAAA's APB <p>In Japan, the specialist department for human rights (Dentsu Corporate One Inc, Compliance Division, Human Rights Department) and the specialist department which consults the expression in creative works (Dentsu Inc, Creative & Knowledge Center, Consulting Department for Expressions in Advertisement),etc. provides consultancy services on responsible media topics as required.</p>	dentsu	
128	Policy	Policy	<p>Our Code of Conduct and Group Human Rights Policy set out our commitment to protecting the interests of all our stakeholders (including clients and other business partners, shareholders, society, and the environment), and upholding ethical standards to contribute to a safer and more inclusive online environment.</p> <p>Our Group Policies are supplemented by client-specific Global Brand Safety, Suitability & Fraud Protection Playbooks, setting out recommended safety controls and the process to ensure standards are upheld across all channels. These recommendations align with globally-accepted industry standards as set forth by governing bodies such as GARM and the IAB</p> <p>In Japan, we issue the Sustainability Communication Guide, which contains a checklist and related rules to promote ethical advertising and communication.</p>	dentsu	

Responsible Media

No.	Category	Details	Data	Coverage	Website
129	Risk assessment	Risk assessment	<p>Risk is assessed on two levels: dentsu risk and client risk:</p> <ul style="list-style-type: none"> - Dentsu risk: dentsu is protected via our Paid Media Partner Terms & Conditions, which indemnify dentsu from risk associated with paid ads which might appear in unintended environments (e.g. unsafe, fraudulent, outside of intended audience or country, etc.) - Client risk: Clients are also protected by the Terms & Conditions mentioned above, and by leveraging third-party verification partners to monitor and block ad delivery <p>Failure to protect campaigns can result in financial and reputational damage for both dentsu and clients, as well as loss of consumer trust.</p>	dentsu	
130	Risk mitigation	Risk mitigation	<p>The Brand Assurance Team works closely with all social media platforms, publishers, and verification vendors to keep updated with the continuously changing environment within brand suitability and safety. We continuously update and share any nuances from these partners directly to the dentsu agency or on our SharePoint. When potential issues arise, they are investigated individually. The Brand Assurance Team leads the investigation with the dentsu Client Team in question and conducts negotiations to ensure full value is delivered to clients and any reputational damage is managed as well as possible. dentsu holds long-standing and deep relationships with major media partners and platforms as well as AdTech companies which carry significant clout in the marketplace.</p>	International	
131	Industry initiatives	Industry initiatives	<p>Dentsu plays a leading role in various responsible media industry initiatives:</p> <p>Responsible Media Forum dentsu are founding members of the Responsible Media Forum, a partnership between 25 leading media companies to further how the industry's unique influence can benefit society as well as shareholders.</p> <p>Global Alliance for Responsible Media (GARM /Part of the WFA – World Federation of Advertisers) dentsu is a Global member of the Global Alliance for Responsible Media (GARM) and is active in leadership sessions and working groups that are focused to create a better system of controls and frameworks to dramatically reduce harmful content online, eliminate its monetization and effectively reduce its availability in the interest of consumers and society.</p> <p>The Interactive Advertising Bureau (IAB) IAB empowers the media and marketing industries to thrive in the digital economy. Its membership comprises more than 650 leading media companies, brands, and the technology firms responsible for selling, delivering, and optimizing digital ad marketing campaigns. dentsu is a member holding company and holds several Board positions across the organization.</p> <p>Trustworthy Accountability Group (TAG) Dentsu is registered globally with TAG (and holds a Global Board Seat), a joint marketing-media industry program aimed at combating and solving brand safety challenges across the ecosystem. TAG was created with a focus on four core areas with specific certification frameworks: eliminating fraudulent digital advertising traffic, combating malware, fighting ad-supported Internet piracy to promote brand integrity, and promoting brand safety through greater transparency.</p> <p>AAAA's APB: The Advertiser Protection Bureau (4A's) 4A's is dedicated to and vested in our members' success, just as they are dedicated to helping brands create, distribute, and measure effective and insightful advertising and marketing. And we champion the infinite power of creativity and value agencies bring in driving business growth and powerful cultural change.</p>	dentsu	<p>Responsible Media Forum https://responsiblenediaforum.org/</p> <p>GARM About GARM - World Federation of Advertisers (wfanet.org)</p> <p>IAB https://www.iab.com/</p> <p>TAG https://www.tagtoday.net/</p> <p>AAAA's APB: https://www.aaaa.org/home-page/agency-stuff/media/ad-assurance/apb/</p>

Responsible Media

No.	Category	Details	Data	Coverage	Website
132	Industry initiatives	Industry initiatives	<p>Dentsu plays a leading role in various responsible media industry initiatives:</p> <p>The Japan Advertising Agencies Association & Japan (JAAA) and Joint Industry Committee for Digital Advertising Quality & Qualify (JICDAQ) 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. 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 leading member of JAAA, dentsu Japan actively participates in JICDAQ, which was established to ensure the distribution of sound digital advertising, and actively contributes to the formulation of standards and the management of activities. Based on the certification criteria for third-party verification set by JICDAQ, the Group has been certified as a Group Quality Certified Business Operator for Group operators in the two business areas of 'brand safety' and 'countermeasures against invalid traffic' in the two business domains of advertising companies (ad buyers) and media companies (ad sellers).</p> <p>The Japan Advertising Review Organization (JARO) dentsu Japan operates in collaboration not only with the advertising industry, but also with media companies and advertisers. We provide guidance, consultation, examination, and standards for advertising displays, and also work with Japan's consumer organizations and related government agencies.</p>	Japan	<p>-JAAA https://www.jaaa.ne.jp/en/about/about5/</p> <p>-JICDAQ https://www.jicdaq.or.jp/english/</p> <p>-JARO https://www.jaro.or.jp/english/index.html</p>
133	Training	Training	<p>The Brand Assurance Team provides education and certification programs. These are also supplemented with up-to-date insights, guidance documents and POVs on responsible media topics.</p>	International	

Brand Value

No.	Category	Details	Data	Coverage	Website
134	Customer Relations Management	Customer online strategy	<p>Customer Transformation & Technology (CT&T): CT&T enables clients to transform their business infrastructure, including data management, digital experience, technology platforms, and organizational infrastructure, to achieve consumer-driven transformation. It enables clients to understand and respond to consumer needs, situations, and motivations on an ongoing, real-time basis. It is the realization of innovative and personalized customer experiences.</p> <p>In addition to the development of proprietary data solutions, dentsu, through its global partnerships with Salesforce, Adobe, and others, provides clients with a full range of services, from consulting to implementation and operation, particularly in the area of commerce and the use of cloud services. Through strong organic growth and strategic M&A, the CT&T segment's gross profit grew by 17.5% year-on-year (excluding currency effects) and accounted for 32.2% of the Group's total net revenue.</p>	dentsu	<p>https://www.group.dentsu.com/en/sustainability/reports/2022/strategy/igs.html</p>

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/env/ironmentprotection/ https://www.group.dentsu.com/jp/about-us/common/pdf/ISO14001-Certification.pdf
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., DENTSU SOKEN INC., SPORTS Edge Inc., CARTA HOLDINGS, Inc., DENTSU PROMOTION EXE Inc., Dentsu Event Operations Inc., DENTSU SOKEN IT INC., ESTECH Corporation, DENTSU SOKEN SECURE SOLUTIONS INC.	Currently 17 group companies maintain ISO 14001:2015.	https://www.dentsu.co.jp/en/sustainability/env/ironmentprotection/
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)
5	Certified Health & Productivity Management Outstanding Organizations Recognition Program	2024 Certified Health & Productivity Management Outstanding Organizations Recognition Program (under the large enterprise category)	2024/3/11	Ministry of Economy, Trade and Industry/Japan Health Council	DENTSU MEITETSU COMMUNICATIONS Inc.		https://www.dm-c.co.jp/topics/entry-160.html (Japanese Only)

Certification

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Notes	Website
6	Eruboshi	3-star (Highest) Eruboshi certification	2021/7/16	Ministry of Health, Labour and Welfare	DENTSU SOKEN INC.		https://www.dentsusoken.com/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://thegoalinc.co.jp/news/news-1848/ (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/news20230330.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	Eruboshi	3-star (Highest) Eruboshi certification	2023/4/19	Ministry of Health, Labour and Welfare	DENTSU KYUSHU INC.		https://www.dentsu-kyu.co.jp/news/archives/68 (Japanese Only)
13	Eruboshi	3-star (Highest) Eruboshi certification	2023/10/10	Ministry of Health, Labour and Welfare	DENTSU EAST JAPAN INC.		https://ssl.dentsu-east.co.jp/topics/ (Japanese Only)
14	Eruboshi	3-star (Highest) Eruboshi certification	2024/4/12	Ministry of Health, Labour and Welfare	Dentsu ScienceJam Inc.		https://www.dentsusciencejam.com/news/yD9OLc_7 (Japanese Only)
15	Eruboshi	3-star (Highest) Eruboshi certification	2024/7/14	Ministry of Health, Labour and Welfare	CARTA HOLDINGS, INC.		https://cartaholdings.co.jp/en/sustainability/diversity/
16	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)

Certification

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Notes	Website
17	Eruboshi	3-star (Highest) Eruboshi certification	2022/6/2	Ministry of Health, Labour and Welfare	DENTSU AD-GEAR INC.		http://www.dentsu-adgear.co.jp/news/792-2 (Japanese Only)
18	Eruboshi	2-star Eruboshi certification	2018/6/13	Ministry of Health, Labour and Welfare	DENTSU SOKEN SECURE SOLUTIONS INC.		https://www.ss.dentsusoken.com/news/20180613/ (Japanese Only)
19	Eruboshi	2-star Eruboshi certification	2023/11/9	Ministry of Health, Labour and Welfare	IGNITION POINT Inc.		https://www.ignitionpoint-inc.com/newsroom/date/20231109_PressRelease_eruboshi.pdf (Japanese Only)
20	Kurumin	Platinum Kurumin	2016/3/23	Ministry of Health, Labour and Welfare	DENTSU SOKEN INC.		https://www.dentsusoken.com/sites/dentsusoken_default/files/2023-02/ISID_20160331_kurumin.pdf (Japanese Only)
21	Kurumin	Platinum Kurumin	2023/11/20	Ministry of Health, Labour and Welfare	DENTSU CREATIVE FORCE INC.		https://www.dcf-d.co.jp/about/ (Japanese Only)
22	Kurumin	Kurumin	2019/3/12	Ministry of Health, Labour and Welfare	DENTSU SOKEN SECURE SOLUTIONS INC.		https://www.ss.dentsusoken.com/news/20190312/ (Japanese Only)
23	Kurumin	Kurumin	2017/11/14	Ministry of Health, Labour and Welfare	DENTSU SOKEN IT INC.		https://www.it.dentsusoken.com/recruit/field/environment.html (Japanese Only)
24	Kurumin	Kurumin	2023/12/19	Ministry of Health, Labour and Welfare	Dentsu Digital Inc.		https://www.it.dentsusoken.com/recruit/field/environment.html (Japanese Only)
25	Pride Index	Gold (Highest) Rainbow Certification	2023/11/7	work with Pride	Dentsu Group Inc.	Received "Gold" certification for the second consecutive year. Received "Rainbow" certification for the first time in 2023.	https://www.group.dentsu.com/jp/news/release/001062.html (Japanese Only)
26	Pride Index	Gold (Highest)	2023/11/7	work with Pride	Dentsu Digital Inc.	Awarded for two consecutive years	https://www.dentsudigital.co.jp/news/release/prizes/2023-1107-000116 (Japanese Only)
27	Pride Index	Gold (Highest)	2023/11/7	work with Pride	CARTA HOLDINGS, INC.		https://cartaholdings.co.jp/en/sustainability/diversity/

Certification

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Notes	Website
28	Pride Index	Gold (Highest)	2023/11/7	work with Pride	SEPTENI HOLDINGS CO., LTD.	Awarded for six consecutive years	https://www.septeni-holdings.co.jp/news/update/202311013606.html (Japanese Only)
29	Pride Index	Gold (Highest)	2023/11/7	work with Pride	PR Consulting Dentsu Inc.		https://www.dentsuprc.com/news-releases/20231107.html
30	Pride Index	Silver	2023/11/7	work with Pride	Dentsu Hokkaido Inc.	Awarded for two consecutive years	https://www.dentsu-hokkaido.jp/topics/awards231108.php (Japanese Only)
31	Nikkei SDGs Management Survey	3.5 stars	2023/11/21	Nikkei Inc.	Dentsu Group Inc.		https://www.nikkei-r.co.jp/service/survey/sdgs_survey/result?year=2023 (Japanese Only)
32	SURVEY NIKKEI Smart Work	4.5 stars	2022/11/9	Nikkei Inc.	Dentsu Group Inc.		https://www.group.dentsu.com/jp/news/release/000852.html (Japanese Only)
33	Top 30 Employer	Places 11-30	2023/9/20	Working Families	dentsu UK&I	Awarded every year since 2019	https://workingfamilies.org.uk/news-events/news/top-employers-of-2023/
34	Corporate Equality Index	100/100	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
35	Stonewall Top 100 Employers 2023	72nd (top in media industry) (also in 2019, 2020, and 2022)	2022/1/20	Stonewall Equality Limited	dentsu UK&I		https://www.stonewall.org.uk/top-100-employers/full-list
36	D&I AWARD 2023	"Best Workplace" certification	2023/12/13	JobRainbow Co.,Ltd.	CARTA HOLDINGS		https://cartaholdings.co.jp/en/sustainability/diversity/
37	Asia-Pacific Climate Leaders 2024	Listed (17th)	2024/6/21	FINANCIAL TIMES	Dentsu Group Inc.		https://www.ft.com/climate-leaders-asia-pacific-2024

Award

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Notes	Website
1	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 dentsu for radio shows and podcasts, features a 100% black-owned supply chain.	https://about.ads.microsoft.com/en-us/blog/post/february-2022/microsoft-advertising-partner-awards-america-winners
2	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
3	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/see-all-the-2022-adweek-podcast-of-the-year-awards-winners/
4	Good Design Award	Good Design Best 100	2022/10/7	Japan Institute of Design Promotion	dentsu	TOKYO 2020 ANIMATED SPORT PICTOGRAMS	https://www.g-mark.org/gallery/winners/10829
5	Good Design Award	Good Design Best 100	2023/10/5	Japan Institute of Design Promotion	dentsu	Voice Watch	https://www.g-mark.org/gallery/winners/20208
6	Workplace Wellbeing Awards	Silver	2021-22	Mind	Dentsu International Ltd.		https://www.mind.org.uk/workplace/workplace-wellbeing-index/index-awards-2021-22/silver-achieving-impact/
7	The Top 30 Employers in 2023	Places 11-30	2023/9/20	Working Families	dentsu UK&I		https://workingfamilies.org.uk/employers/benchmark/the-top-30-employers-in-2023/
8	Career Ownership Management Award 2023	Excellence Award/Jury's Encouragement Award	2023/5/8	PERSOL CAREER CO., LTD.	Dentsu Digital Inc.	The Jury's Encouragement Award was awarded to two companies selected from among the 14 companies that received the Excellence Award.	https://www.dentsudigital.co.jp/news/release/prizes/2023-0414-000086 (Japanese Only)
9	Career Ownership Management Award 2024	Excellence Award	2024/4/11	PERSOL CAREER CO., LTD.	CARTA HOLDINGS		https://www.persol-career.co.jp/index.php/newsroom/news/corporate/2024/20240411_1432/ (Japanese Only)
10	Best Companies to Work For" ranking 2024	3rd place	2024/1/25	Openwork	dentsu		https://www.openwork.jp/award/ (Japanese Only)
11	"Best Companies to Work For" ranking	Medium size category (100-999 persons) 36th	2024/2/8	Great Place to Work Institute Japan	IGNITION POINT Inc.		https://hatarakigai.info/ranking/japan/2024.html (Japanese Only)

Award

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Notes	Website
12	Holding Company Agency of the Year, 2021	Winner	2022/4/25	The 4A's Foundation	Dentsu Group Inc.		https://foundation.aaaa.org/agency-of-the-year.html
13	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)
14	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)
15	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/
16	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/
17	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
18	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
1	GX500	BB(141)	2023	Nikkei Inc.	Dentsu Group Inc.		
2	Toyo Keizai CSR Survey	93/1714	2023	TOYO KEIZAI INC.	Dentsu Group Inc.		
3	ESG Finance Awards Japan	Environmentally Sustainable Company Division C-	2022	Ministry of Environment	Dentsu Group Inc.		
4	Nikkei Integrated Report Award	60.3/100	2022	Nikkei Inc.	Dentsu Group Inc.		
5	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
1	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
2	Cannes Lions 2023	Agency of the Year - Craft	2023/6/26	Ascential plc	dentsu (DENTSU Inc.)		https://www.dentsu.co.jp/news/topics/2023/0626-010621.html (Japanese Only)
3	Spikes Asia 2024	Network of the Year	2024/3/13	Ascential plc	Dentsu Group Inc.		https://www.group.dentsu.com/en/news/release/001150.html
4	Spikes Asia 2024	Asia-Pacific Agency of the Year	2024/3/13	Ascential plc	Dentsu Group Inc.		https://www.group.dentsu.com/en/news/release/001150.html
5	ADFEST 2024	Agency of the Year	2024/3/23	ADFEST	dentsu		https://www.dentsu.co.jp/en/news/release/2024/0408-010708.html
6	ADFEST 2024	Network of the Year	2024/3/23	ADFEST	Dentsu Group Inc.		https://www.group.dentsu.com/en/news/release/001173.html
7	2024 Clio Awards	Grand Clio (Design Category)	2024/5/1	Clio Awards, LLC	dentsu	"My Japan Railway" (JR Group)	https://www.dentsu.co.jp/en/news/release/2024/0508-010732.html
8	THE ONE SHOW	Number one in the agency rankings in the Asia-Pacific region	2024/5/17	THE ONE CLUB	DENTSU Inc.		https://www.dentsu.co.jp/en/news/release/2024/0521-010735.html
9	D&AD Awards 2024	Black Pencil (highest award)	2024/5/24	D&AD	DENTSU Inc.		https://www.dentsu.co.jp/en/news/release/2024/0524-010737.html

ESG Evaluation

No.	Title	2020	2021	2022	2023	2024	Coverage
1	CDP (Highest rate A)	A-	A-	B	B	TBD	Dentsu Group Inc.
2	MSCI (Highest rating: AAA)	B	B	BBB	BBB	A	Dentsu Group Inc.
3	Sustainalytics score			22.0 Medium Risk	20.2 Medium Risk	15.9 Low Risk	Dentsu Group Inc.
4	Ecovadis	–	–	–	Bronze	TBD	Dentsu Group Inc.
5	FTSE Index	FTSE4Good FTSE Blossom Japan	FTSE4Good FTSE Blossom Japan	FTSE4Good FTSE Blossom Japan	FTSE4Good FTSE Blossom Japan	TBD	Dentsu Group Inc.
6	FTSE Index	–	–	FTSE Blossom Japan Sector Relative	FTSE4Good FTSE Blossom Japan	TBD	Informatician Services International-Dentsu,Ltd.
7	DJSI Index	Asia Pacific	Asia Pacific	Asia Pacific	World/Asia Pacific	TBD	Dentsu Group Inc.

Initiative

Initiative

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Website
1	UN Global Compact (UNGC)	Member	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)	Member	2021/5/27	WBCSD	Dentsu Group Inc.	https://www.wbcsd.org/Overview/Our-members/Members
3	Science Based Targets Initiatives (SBTi)	New net zero-aligned GHG emission reduction targets submitted to SBTi in 2024	2024/5	SBTi	Dentsu Group Inc.	https://sciencebasedtargets.org/companies-taking-action#dashboard
4	Task Force on Climate-related Financial Disclosure (TCFD)	TCFD Supporter	2022/10/6	Financial Stability Board	DENTSU SOKEN INC.	https://www.dentsusoken.com/system/files/2023-04/ISID_TCFD_en.pdf
5	Task Force on Climate-related Financial Disclosure (TCFD)	TCFD Supporter	2023/7	Financial Stability Board	Dentsu Group Inc.	https://www.group.dentsu.com/en/sustainability/
6	TNFD Forum	Member	2024/3	TNFD Forum	Dentsu Group Inc.	https://tnfd.global/engage/tnfd-community/?_sf_s=dentsu
7	TCFD Consortium	Member	2024/4	TCFD Consortium	Dentsu Group Inc.	https://tcfd-consortium.jp/en/member_list
8	Japan Climate Leaders' Partnership (JCLP)	Associate Member	2024/4	Japan Climate Leaders' Partnership (JCLP)	Dentsu Group Inc.	https://japan-clp.jp/about/organization (Japanese Only)
9	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)
10	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)
11	GX League	Supported GX League Basic Concept	2022/4	METI (Ministry of Economy, Trade and Industry)	DENTSU SOKEN INC.	https://gx-league.go.jp/member/#category2 (Japanese Only)

Initiative

No.	Title	Details	Data Acquired YYYY/MM/DD	Host	Coverage	Website
12	Japan Climate Initiative (JCI)	Member	2022/4	Japan Climate Initiative	DENTSU Inc.	https://japanclimate.org/ (Japanese Only)
13	The Valuable 500	Member	2022/8	The Valuable 500	dentsu Japan	https://www.dentsu.co.jp/en/news/release/2020/0727-010104.html
14	Women's Empowerment Principles (WEPs)	Signatory	2012/9/17	Women's Empowerment Principles	Dentsu Group Inc.	https://www.weps.org/companies
15	30% Club Japan	Member (CEO)	2019/7/17	30% Club Japan	Dentsu Group Inc.	https://30percentclub.org/chapters/japan-2/
16	Business for Marriage Equality (BME)	Public endorsement	2022/10/11	Business for Marriage Equality	Dentsu Group Inc.	https://www.group.dentsu.com/en/news/release/000836.html
17	Partnering for Racial Justice in Business initiative	Member	2021/1/1	World Economic Forum	Dentsu International Ltd.	https://www.weforum.org/projects/partnering-for-racial-justice-in-business
18	Chief Sustainability Leaders Community	Member	2023/3	World Economic Forum	Dentsu Group Inc.	
19	Chief Diversity and Inclusion Officers 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
20	Global Parity Consortium	Dentsu joined this initiative in 2022, and submitted a DEI lighthouse case in 2023	1905/7/14	World Economic Forum	Dentsu Group Inc.	https://www.globalparityconsortium.org/home
21	Alliance of CEO Climate Leaders	Member	1905/7/12	World Economic Forum	Dentsu Group Inc.	https://initiatives.weforum.org/alliance-of-ceo-climate-leaders/home
22	Partnering Against Corruption Initiative	Member	1905/7/14	World Economic Forum	Dentsu Group Inc.	https://www.weforum.org/communities/partnering-against-corruption-initiative
23	Green x Digital Consortium	Member	2022/12	Japan Electronics and Information Technology Industries Association	Dentsu Group Inc.	https://www.gxdc.jp/members/ (Japanese Only)
24	Common Ground	Member	2016/6/27	Common Ground	Dentsu Group Inc. DENTSU Inc.	https://www.globalcommonground.com/contributors/dentsu-and-dentsu-aegis-network
25	work with Pride 2024 Executive Committee	Partner	2024/4/1	work with Pride	dentsu Japan	https://workwithpride.jp/ (Japanese Only)