

Data Summary

Benchmarks CDP

	FY2012	FY2013	FY2014	FY2015
Dentsu	83B	86B	93B	94C
DAN	79C	81C	90C	97B

Employment Data (Basically non-consolidated)

Number of Employees (Each year-end)

	FY2011	FY2012	FY2013	FY2014	FY2015
Consolidated	21,649	37,450	39,427	43,583	47,324
Non-consolidated	7,494	7,515	7,425	7,348	7,261

Employee Composition (Dec. 31, 2015)

	Male	Female	Total
Executive officers, others	34	0	34
Management staff	1,574	139	1,713
Non-management staff	2,889	1,057	3,946
Contract employees	280	221	501
Clerical staff	2	532	534
Partners / Senior staff	96	35	131
Part-timers, others	20	13	33
Seconded from other entities	289	80	369
Total	5,184	2,077	7,261

Note 1: Executive officers, others: includes senior corporate advisors, special advisors, and executive officers

Note 2: Part-timers, others: includes permanent part-timers, non-permanent part-timers, and trainees from overseas

Employees by Age and Gender (Each year-end)

	FY2011	FY2012	FY2013	FY2014	FY2015
Under 30 yrs.	1,592	1,593	1,535	1,403	1,389
30-39	2,764	2,727	2,682	2,618	2,576
40-49	1,845	1,803	1,773	1,798	1,805
50-59	1,144	1,252	1,290	1,380	1,326
60 and over	149	140	145	149	165
Total	7,494	7,515	7,425	7,348	7,261
Average age	38.6	38.9	39.6	39.5	39.5
Male	39.8	40.1	40.9	40.8	40.9
Female	35.7	36.0	36.1	36.4	36.1
Average length of service (yrs.)	12.8	13.1	13.9	13.9	13.3
Male	14.4	14.7	15.5	15.4	14.8
Female	8.9	9.3	9.8	10.2	9.5

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New Graduates Hired

	FY2012	FY2013	FY2014	FY2015	FY2016
Total	192	136	135	132	144
Male	132	93	91	92	88
Female	60	43	44	40	56
Female Component	31.3%	31.6%	32.6%	30.3%	38.9%

Average Number of Paid Vacation Days Taken

	FY2011	FY2012	FY2013	FY2014	FY2015*
Total	10.5	10.6	10.3	10.8	8.4
Male	9.6	9.7	9.2	9.6	7.5
Female	13.1	12.9	13.1	13.8	10.6
Leave Taken	52.5%	53.0%	51.5%	54.0%	42.0%

Annual Paid Vacation in Hour Increments Taken (Part of paid vacation days)

	FY2011	FY2012	FY2013	FY2014	FY2015*
Total Hours Taken	36,094	42,994	45,005	49,712	38,275
Total Number of People Taking Leave	13,632	16,161	17,111	14,568	14,308
Number of Hours Taken at One Time	2.6	2.7	2.6	3.4	2.7

Employees' Health Check-up Rate

	FY2011	FY2012	FY2013	FY2014	FY2015*
Total	99.0%	99.1%	99.2%	99.0%	76.1%

Employees Taking Childcare Leave, Reinstatement Ratio

	FY2011	FY2012	FY2013	FY2014	FY2015*
Total	44	44	51	60	81
Male	7	8	11	10	15
Female	37	36	40	50	66
Reinstatement ratio	95.2%	95.5%	96.1%	100%	100%

Note: In FY2014, we recounted the number of the employee who took childcare leave in the past and revised the number in conjunction with the reinstatement ratio.

Post-retirement Employees

	FY2011	FY2012	FY2013	FY2014	FY2015*
Total	41	28	32	55	53
Male	34	21	22	45	44
Female	7	7	22	10	9

Employment Rate of People with Disabilities

	June 2013	June 2014	June 2015	June 2016
Total	1.62%	1.79%	2.01%	2.04%

* Scope of calculation: 9 months, from April 2015 to December 2015

Environmental Data

Dentsu's Environmental Performance Trends

Dentsu Group (Excluding Waste) Calculation of Environmental Performance Data

Basic Unit and Individual Criteria

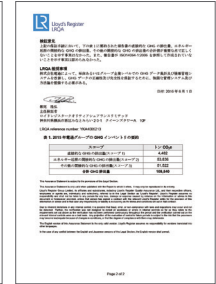
- Calculation commenced in 2014. The period for calculation is from January 1, 2015, to December 31, 2015.
- Excluding some of Dentsu group companies.
- Intensity per full-time equivalent (FTE) employee was calculated based on a figure of 44,059 persons for CO₂ and 44,059 for water.
- For CO₂ emissions, Categories 1, 5, 6, and 7 were calculated for Scope 3.
- * Based on the calculation standards of WRI (World Resources Institute) GHG Protocol

CO₂ emissions (FY 2015)

	Scope 1	Scope 2	Scope 3	Total
CO ₂ emissions (tons)	4,482	53,836	51,522	109,840
CO ₂ emissions per FTE	0.102	1.222	1.169	2.493

Amount of waste (FY 2015)

Water consumption (m ³)	502,813
Water consumption per FTE	11.41



Lloyd's Register Quality Assurance Limited (LRQA) provides third-party assurance on Dentsu's CO₂ emissions (greenhouse gas emissions).

Dentsu Inc. Calculation of Environmental Performance Data

Basic Unit (FY 2014)

CO₂ emission intensity per floor space unit 253,193.97m² Waste and water per floor space unit 252,512.90m²

- The floor space of the Kyoto Account Management Division was excluded from the calculation of the amount of waste generated and water used.
- Intensity per full-time equivalent (FTE) employee was calculated based on a figure of 7,261 persons.

Individual Criteria

- Calculation Period** One year from January 1 to December 31 for each year.
- CO₂ emissions** The coefficient specified under the Act on the Rational Use of Energy (EnergySaving Act) is applied.
- Waste** The volume of waste generated (in kg) is the sum of general waste and industrial waste (including waste oil, waste plastic).
- Water resource usage** The volume of water resources used is the sum of municipal water and gray water at the Tokyo Head Office, and the municipal water used at the Kansai Branch Office and Chubu Branch Office.

CO₂ Emissions

	FY2011	FY2012	FY2013	FY2014	FY2015	2016 (Forecast)
CO ₂ emissions (tons)	20,684	22,656	23,916	23,520	21,515	21,299
CO ₂ emissions per m ² of floor space	0.081	0.089	0.094	0.093	0.085	0.084
CO ₂ emissions per FTE	2.760	3.015	3.221	3.201	2.963	2.933

Amount of Waste

	FY2011	FY2012	FY2013	FY2014	FY2015	2016 (Forecast)
Amount of waste (kg)	1,818,629	1,878,365	1,862,891	2,195,858	2,456,855	2,432,286
Amount of waste per m ² of floor space	7.135	7.370	7.377	8.696	9.730	9.632
Amount of waste per FTE	242.678	249.949	250.894	298.837	338.363	334.980

Water Consumption

	FY2011	FY2012	FY2013	FY2014	FY2015	2016 (Forecast)
Water consumption(m ³)	156,210	168,236	160,046	153,852	152,452	150,927
Water consumption per m ² of floor space	0.613	0.660	0.634	0.609	0.604	0.598
Water consumption per FTE	20.845	22.387	21.555	20.938	20.996	20.786

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Employees with Eco Test Certification

	FY2011	FY2012	FY2013	FY2014	FY2015
Total	90	90	100	50	89

Environmental Slogan Entries (Dentsu and Dentsu Group Companies in Japan)

	FY2011	FY2012	FY2013	FY2014	FY2015
Total	7,917	6,909	8,230	8,082	8,133
Employee category	6,561	5,740	7,134	7,296	7,169
Family category	1,356	1,169	1,096	786	964

Human Rights Activities

Human Rights Slogan Entries

	FY2011	FY2012	FY2013	FY2014	FY2015
Total	9,398	8,430	9,866	8,584	9,913
Employee category	8,219	7,310	8,723	7,765	9,001
Family category	1,179	1,120	1,143	819	912

Students Participating in the Human Rights Art Project

	FY2011	FY2012	FY2013	FY2014	FY2015
	121	103	74	79	59

Social Contributions Activities

Advertising Elementary School

	FY2011	FY2012	FY2013	FY2014	FY2015*
Participating schools	61	86	90	92	27
Participants	4,449	6,051	7,382	6,203	1,785

Keys to Communicating

	FY2011	FY2012	FY2013	FY2014	FY2015*
Implementation	16	20	14	11	4
Participants	678	676	557	414	108

Michinoku Fukkou Jigyou Partners

	FY2011	FY2012	FY2013	FY2014	FY2015
Participating organizations	–	20	18	15	6

UNESCO's World Terakoya Movement

	FY2011	FY2012	FY2013	FY2014	FY2015
Participating organizations	500	500	500	500	500
Participants	925	593	1,277	1,690	1,718

World Food Day

	FY2011	FY2012	FY2013	FY2014	FY2015
Participating organizations	1	1	1	12	12
Participants	9,365	19,510	17,422	13,995	10,176

Chinese Researchers Invited

	FY2011	FY2012	FY2013	FY2014	FY2015*
Invited universities	6	6	6	6	6
Participating researchers	6	6	6	6	6

Advertising Education Forum for Chinese Advertising Educators

	FY2011	FY2012	FY2013	FY2014	FY2015
Participating universities	30	31	34	36	–
Participants	58	64	66	63	–

Advertising Seminars for Chinese Students

	FY2011	FY2012	FY2013	FY2014	FY2015*
Participating universities	22	–	19	25	9
Participating students	1,100	–	1,200	500	480

* Scope of calculation: 9 months from April 2015 to December 2015

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