

ESG data summary

Consolidated data

Governance data

	2016	2017	2018	2019	2020	As of March 2021
Directors	12	12	12	12	12	13
Outside Directors (Independent Outside Directors)	3(3)	4(4)	4(4)	4(4)	5(4)	5(5)
Ratio of independent Outside Directors (%)	25.0	33.3	33.3	33.3	33.3	38.5
Female Directors	1	2	2	2	2	3
Ratio of female Directors (%)	8.3	16.7	16.7	16.7	16.7	23.1
Board of Director meeting attendance rate (%)	95.4	96.9	98.0	96.9	95.6*	**
Attendance rate of independent Outside Directors at Board of Director meetings (%)	96.1	96.3	98.5	93.8	100.0	**

* Attendance rate was 97.8% excluding times when Tim Andree was absent due to illness.

** Not calculated as 2021 is in progress.

Social data

Number of employees*

	December 2016	December 2017	December 2018	December 2019	December 2020
Total	55,843	60,064	62,608	66,400	64,533

* Excludes delegated Executive Officers.

Employees and Managers¹

	Total	As of December 2020		
		Male	Female	Female Component(%)
Employees	64,533	33,822	30,711	47.6
Dentsu Japan Network	20,325	13,094	7,231	35.6
Dentsu International	44,208	20,728	23,480	53.1
Managers ²	4,699	4,037	662	14.1
Dentsu Japan Network	4,197	3,709	488	11.6
Dentsu International	502	328	174	34.7

1. Dentsu Japan Network includes Dentsu Group Inc. employee figures.

2. Calculated as Managers within Dentsu Japan Network and Officer class within Dentsu International.

Community activities

	Total	As of December 2020	
		Dentsu Japan Network	Dentsu International
Donations (yen)	979,248,866	43,951,110	935,297,756*
Participants in volunteer activities	5,224	355	4,869
Hours spent participating in volunteer activities	54,701	12,394	42,307

* Exchange rate: £1 ¥140.89

Environmental performance data

	2017	2018	2019	2020
CO ₂ emissions (tons)	119,347	113,791	121,156	50,021
Dentsu Japan Network	45,434	43,746	56,655	32,280
Dentsu International	73,914	70,045	64,501	17,741
CO ₂ emission intensity (tons per FTE)	2.11	1.88	1.89	0.78
Scope 1 (tons)	5,432	4,981	4,888	3,540
Dentsu Japan Network	869	426	344	355
Dentsu International	4,563	4,555	4,544	3,185
Scope 2 (market-based, tons)	48,511	39,130	29,074	23,415
Dentsu Japan Network	28,545	26,513	24,202	20,872
Dentsu International	19,966	12,617	4,872	2,543
Scope 3 (tons)	65,404	69,679	87,194	23,066
1. Purchased goods and services	2,403	2,087	1,481	645
Dentsu Japan Network	1,575	1,311	1,231	531
Dentsu International	828	776	251	114
5. Waste generated in operations	1,114	1,627	1,246	1,097
Dentsu Japan Network	100	152	424	596
Dentsu International	1,014	1,475	822	502
6. Business travel	59,047	62,253	79,417	16,370
Dentsu Japan Network	11,504	11,631	25,406	4,973
Dentsu International	47,543	50,622	54,012	11,397
7. Employee commuting	2,841	3,713	5,049	4,954
Dentsu Japan Network	2,841	3,713	5,049	4,954
Amount of waste (kg)	6,665,499	7,884,635	6,456,545	5,270,342
Dentsu Japan Network*	4,329,249	3,747,229	3,246,545	2,706,342
Dentsu International	2,336,250	4,137,406	3,210,000	2,564,000
Waste recycling rate (Dentsu Inc. only)	91.2%	88.1%	85.7%	86.2%
Water consumption (m ³)	458,786	806,030	776,321	497,525
Dentsu Japan Network	276,347	273,394	315,808	213,321
Dentsu International	182,439	532,636	460,513	284,204

*The figures for Dentsu Japan Network include its own buildings (Ginza Building, Fukuoka Building, Kousan 1 Building, Kousan 3 Building, and Sapporo Building).

Scope and Method of Calculation

- Excluding some Dentsu Group companies
- For CO₂ emissions, Categories 1, 5, 6, and 7 were calculated for Scope 3
- 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

- Based on the calculation standards of WRI (World Resources Institute) GHG Protocol
- The volume of waste generated (in kg) is the sum of general waste and industrial waste (including waste oil, waste plastic)
- For improved accuracy, the values of the previous fiscal years have been revised

Third-party assurance



The rate of women in leadership, the amount of donations, the number of participants in volunteer activities, the hours spent participating in volunteer activities, and CO₂ emissions (greenhouse gas emissions) from the Dentsu Group are verified, and certification is provided (left), by Lloyd's Register Quality Assurance Ltd (LRQA).

Total electricity consumption, amount of renewable energy use, and renewable energy usage rate*

	2020	Total electricity consumption (kWh)	Amount of renewable energy use (kWh)	Renewable energy usage rate
Dentsu Group (total)		86,675,340	46,842,835	54.0%

* Calculation based on GHG protocol

ESG data summary

Dentsu Inc.

Personnel data

Number of employees

	December 2016	December 2017	December 2018	December 2019	December 2020
Total	6,799	6,927	6,921	7,071	6,907

New graduates hired

	April 2017	April 2018	April 2019	April 2020	April 2021
Total	145	145	141	122	116
Male	82	84	73	66	63
Female	63	61	68	56	53
Female component (%)	43.4	42.0	48.2	45.9	45.7

Career recruitment (by job position, full-year, permanent employee assignment)

	2016	2017	2018	2019	2020
Total	32	99	95	68	24
Male	27	76	74	50	18
Female	5	23	21	18	6
Female component (%)	15.6	23.2	22.1	26.5	25.0

Employee composition ¹

	As of December 2020			
	Male	Female	Total	Ratio (%)
Executive Officers, others ²	29	2	31	0.4
Managers	1,543	163	1,706	24.7
Non-managers	2,317	1,071	3,388	49.1
Contract employees	310	388	698	10.1
Clerical staff	0	486	486	7.0
Partners / senior staff	216	49	265	3.8
Part-timers, others ³	31	34	65	0.9
Seconded from other entities	165	103	268	3.9
Total	4,611	2,296	6,907	100.0

1. Employees on temporary assignments are excluded.

2. Includes Senior Corporate Advisors, Special Advisors, and Executive Officers (excluding Directors and Corporate Auditors).

3. Indicates permanent part-timers, nonpermanent part-timers, and employees of overseas branches.

Average age of employees*

Total	41.2
Male	43.2
Female	37.1

* Full-time employees only

Average number of consecutive years served*

Total	14.2
Male	16.6
Female	9.2

* Full-time employees only

Number of employees by age bracket*

Age	Number of people	Ratio (%)
Under 30 years of age	1,131	16.4
30–39 years of age	2,159	31.3
40–49 years of age	1,856	26.9
50–59 years of age	1,459	21.1
Over 60 years of age	302	4.4
Total	6,907	100.0

* Includes staff from other companies assigned to the Dentsu Group; excludes staff from the Dentsu Group dispatched to other companies.

Employee engagement survey

Survey of the company and work (%)

Q1. Have you gained experience, knowledge and skills made possible only by working at Dentsu?*

Q2. Are you proud to work at Dentsu?

Q3. Going forward, do you want to continue working at Dentsu?

	January 2016	January 2017	January 2018	January 2019	June 2020
Q1	94.4	93.2	92.3	92.9	63.9
Q2	86.8	80.2	78.4	80.0	69.6
Q3	75.6	73.5	72.1	72.6	73.9

* "Skills" was added to the question text in 2020.

Work-life balance

Average number of paid vacation days taken

	Average days used	Paid holidays	Usage rate (%)
Male	9.21	20	46.1
Female	9.46	20	47.3
Total	9.29	20	46.5

Number of employees utilizing childcare leave, usage rate, ratio of employees who return to work

	Number of users	Number of eligible employees	Usage rate (%)	Ratio of employees who return to work (%)
Male	150	195	76.9	100
Female	55	55	100.0	100

Total hours worked per year*

	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total	2,251	2,265	2,252	2,187	2,166	2,032	1,952	1,903	1,838

* In accordance with working time management changes, since FY2017, the figures for actual time worked have been adopted to calculate total time worked. Management staff are included in these figures.

Leveraging diverse human resources

Employment rate of people with disabilities (%)*

	June 2017	June 2018	June 2019	June 2020	June 2021
Total	2.07	2.14	2.35	2.38	2.73

* Total of four companies under the special subsidiary system (Dentsu Group Inc., Dentsu Solari Inc., Dentsu Inc., and Dentsu Works Inc.), until 2019, three companies combined (Dentsu Inc., Dentsu Solari Inc., and Dentsu Works Inc.)

Number of post-retirement rehires

	2016	2017	2018	2019	2020
Total	46	51	58	67	96
Male	35	41	53	55	79
Female	11	10	5	12	17

Dentsu Japan Network

Internal reporting: Compliance Line reports (cases)

	2016	2017	2018	2019	2020
Total	7	9	24	17	10

Number of internal reported complaints (cases)

	2016	2017	2018	2019	2020
Total	31	85	93	102	54

Dentsu International

Internal reporting: number of “Speak Up!” incident reports (cases)

	2016	2017	2018	2019	2020
Total	22	12	44	35	43

Average age of employees

	As of December 2020
Total	34

Employees by age (%)*

	As of December 2020
Under 30 years of age	35.9
30–39 years of age	39.8
40–49 years of age	17.1
50–59 years of age	6.2
Over 60 years of age	1.1

* Excludes certain employees.

Average number of consecutive years served

	As of December 2020
Total	4

Ratio of employees by years of service (%)

	As of December 2020
Less than one year	21.3
One to three years	35.1
Three to five years	18.0
Five or more years	25.6