

Our people

Aspiring to win as a people-centered company

Multiplying our expertise to drive dentsu's transformation



Miho Tanimoto

Global Chief HR Officer (CHRO),
dentsu

Shaping the future through people-centered investment

Dentsu's vision to be at the forefront of people-centered transformations that shape society captures our passion for unleashing human potential and harnessing this energy to make meaningful contributions to society.

Building on this foundation, our approach to human capital embraces the universal drive for contribution and growth. We hold that true fulfillment comes from personal development through active participation. By fostering an environment that promotes both contribution and self-directed development, dentsu's HR practices are designed to initiate a virtuous cycle: investing in individual potential fosters further contributions, which, in turn, fuel ongoing reinvestment in our people.

Strategic synergy—HR leadership to amplify management goals

Integrated Growth Solutions (IGS) harness the unique and diverse talents of our employees to drive competitive advantage, emphasizing a people-centered approach. The goal of the One dentsu Operating Model (ODOM) is to drive global growth by implementing IGS across all our operations. We are actively fostering collaboration across the Group to establish a cohesive service delivery system.

Starting with our people, we identify two crucial conditions essential for realizing our management strategy.

First, we aim for every employee to feel actively engaged in achieving our objectives. Second, we strive for both organizational and individual excellence, fostering an environment where diverse professional talents connect, learn, and synergize their expertise toward a common goal.

Miho Tanimoto joined the Dentsu Group as Chief HR Officer (CHRO) in January 2023, significantly accelerating our advancement towards this strategic goal. Initially, she unified the previously separate HR leadership teams in Japan and International into a single, global team to enhance proactive collaboration.

Under her leadership, this integration has fostered ongoing dialogues and information sharing among regional HR leaders and functional HR leaders, including compensation and operations, thereby establishing a framework for globally consistent strategies and practices.

A robust connection with the governance structures, particularly the Nominating and Compensation Committees, was established, ensuring full alignment between HR and broader management strategies.

Empowering employees with our HR mission and strategy

The foundation of our global HR strategy is rooted in the mission that defines the very essence of our function.

The guiding principle, "Coming together to unleash the power of our people," embodies our dedication to

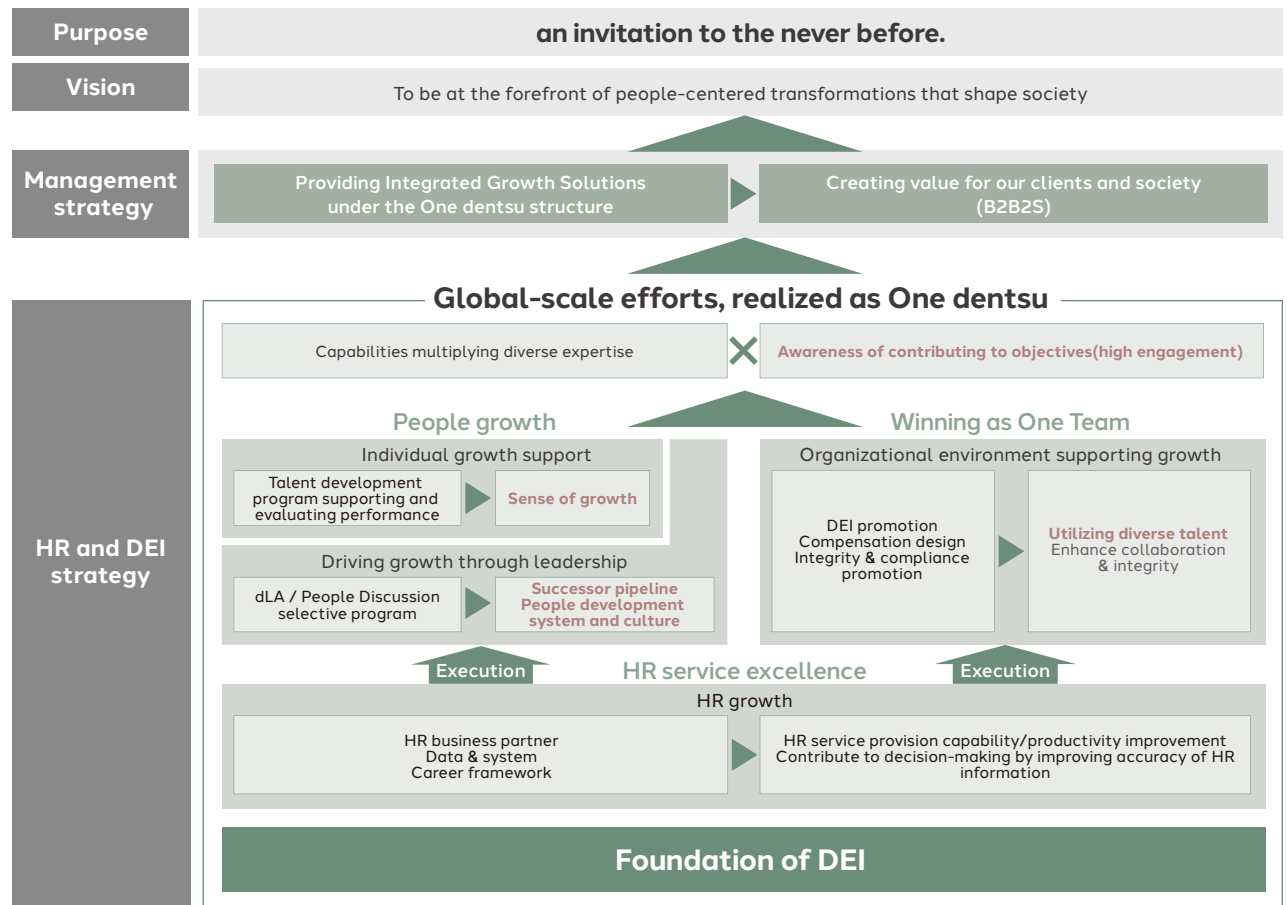
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maximizing the potential of each individual and the entire organization, facilitated by seamless collaboration among all HR teams.

Our HR strategy is built on three foundational pillars. The first, “People growth,” focuses on the development of individuals and teams, emphasizing the cultivation of leadership skills. The second pillar, “Winning as One Team,” leverages diverse capabilities to foster collaboration and achieve unified goals. The third pillar, “HR service excellence,” aims to elevate the quality of our HR services, thereby supporting and enhancing the effectiveness of the first two pillars.

These pillars are interdependent, striving for integrated, expansive outcomes globally as One dentsu. Moreover, we set DEI as the foundation of our strategy to create an environment where our diverse talent can bring their best self to work.

As we implement this strategy, we will establish various indicators for each outcome to measure progress. This approach will enable us to quantitatively assess the returns on our human capital investments and adjust our initiatives based on their progress and effectiveness. Key indicators, designated as material KPIs, are specifically aimed at boosting the Group’s corporate value.



Items in red are regarded the most important outcome elements with established indicators.

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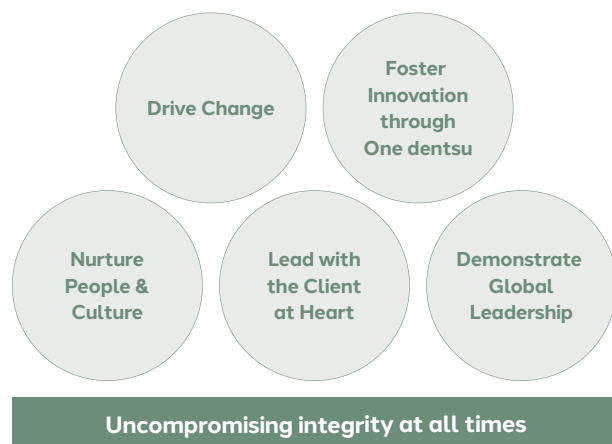
HR strategy 1: People growth

• Shaping future leaders at dentsu

As an initial step in fostering leadership development, we have established the dentsu Leadership Attributes (dLAs)—behaviors that encapsulate the essential values all dentsu leaders should exemplify. The dLAs include five key elements representing the traits valued in leaders, which, alongside steadfast integrity, form the backbone of our talent management framework.

With the introduction of dLAs, we now assess and develop our talent based on both work performance and leadership behaviors. Initially, dLAs were employed as an evaluative tool for key executives in dentsu Japan.

dentsu Leadership Attributes



Moving forward, we aim to broaden their application to include a wider target group, integrating dLAs into our processes for talent selection, evaluation, and training.

• Cultivating growth through People Discussions

To build robust teams across all regions and divisions, we initiated People Discussions using the dLAs to assess talent comprehensively. In 2023, this approach enabled us to identify key talent and potential successors for 15 critical roles, while also facilitating targeted discussions around development investments. Following these discussions, we have already selected certain individuals to undergo new growth experiences.

In 2024, we aim to broaden the scope of our discussions, further structuring this cycle of dialogue to deepen and widen understanding of our talent pipeline. We anticipate that regular discussions at each level of the organization will enhance managers' awareness and proactive behavior in nurturing their teams.

• Unlocking bold growth opportunities

Talent identified through People Discussions will be strategically offered opportunities to develop themselves in diverse global and local settings. These development programs are designed to expand their skills and perspectives. There is an urgent need to cultivate talent capable of integrating various dentsu capabilities and delivering high-level growth solutions in

alignment with the new ODOM.

To address this challenge, we have introduced the dentsu Leadership Connect program. This initiative gathers top global talent to master ODOM practices, aiming to break down divisional silos, explore and discuss the creation of new value through collaboration, and foster relationships that enhance post-program business practices.

Furthermore, we are rolling out global programs such as EIGYO, which leverages the strengths of our Japanese business operations to offer integrated client solutions worldwide, and Path of Tabei, focused on developing female leaders and facilitating individual growth and networking across the organization.

Additionally, beyond fostering dialogue between employees and managers through regular performance development discussions, we also offer extensive opportunities for skill development and reskilling. Our online learning platforms cater to diverse business needs with courses ranging from data, technology, and marketing to liberal arts, enhancing creativity.

These initiatives have also significantly bolstered our Customer Transformation & Technology (CT&T) capabilities, a designated priority area. Consequently, the proportion of personnel engaged in this sector within the Japanese market has grown from 37.0% as of December 31, 2022, to 39.2% by December 31, 2023.

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• Establishing a system and culture of people growth

By integrating the above initiatives into our talent management system, we aim to offer equitable, practical growth opportunities, cultivate diverse skills and strong leadership, and foster a culture that supports and develops our people.

To track our progress towards these goals, we will monitor time spent in People Discussions and succession coverage, alongside assessing employee awareness of growth opportunities through an engagement survey.

HR strategy 2: Winning as One Team

• Issues identified from the engagement survey

Employee engagement is crucial for fostering a collaborative team culture. The Group measures engagement through an annual survey, and all teams analyze their scores to identify areas for improvement. These engagement scores are integrated into the KPIs for executive compensation, reinforcing management's commitment to enhancing workplace culture.

The Group's employee engagement score for 2023 stood at 66, marking a two-point decline from the previous year. This score reflects varying trends in factors between Japan and International; Japanese employees highlighted challenges on future prospects, senior leadership, and innovation, whereas employees from other regions focused on vision and strategy, career opportunities, and change communications.

Despite these regional differences, there are clear opportunities for improvement in the frequency, clarity, and consistency of leadership communications. In response, we have enhanced our internal channels and interactions, both in Japan and International.

Acknowledging the need for more in-depth strategic messaging and robust two-way communication, we have intensified our efforts. These include organizing the first large-scale, in-person, senior leadership meeting post-pandemic.

Simultaneously, responses related to personal integrity and compliance awareness—critical from a governance standpoint—received high scores. We view this as a promising opportunity to elevate awareness and refine our governance activities further.

| | |
|-----------------------------|-----------|
| Engagement score | 66 |
| (Top 5 rankings by score) | |
| Personal integrity | 81 |
| Respect | 78 |
| Compliance | 78 |
| Leader integrity | 75 |
| Client contributions | 73 |

• Strategic incentives to boost collaboration

To reinforce IGS as One Team, we are revising our incentive structures to promote behaviors that harness our collective capabilities for superior outcomes. In 2023, we established a Compensation Philosophy that now underpins our compensation system and has begun to influence senior-level discussions.

We have adjusted compensation schemes in International to align with the ODOM concept. This adjustment promotes cross-selling and collaboration and rewards long-term performance, particularly among senior-level employees with significant organizational influence.

We are also dedicated to fostering non-monetary incentives. Since 2023, we've introduced the Northstar Awards, a Group-wide initiative celebrating exceptional achievements and sharing of insights. We tailored the award themes to align with key business strategies, including IGS and B2B2S, showcasing these awards as exemplars of the Group's strategic objectives.

• Valuing employee voices to forge a unified team

To verify the effectiveness of our organizational culture, where diverse talents collaborate as One Team to enhance performance, we measure outcomes by analyzing employee attitudes from various perspectives.

We use the engagement score to gauge overall employee sentiment towards the organization and

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ensure everyone is in a state where they can contribute in a positive way. We also evaluate the extent of employee collaboration and integrity using survey scores and qualitative data.

Furthermore, to enhance awareness throughout the entire Group, it is vital that employees of diverse attributes across all levels actively contribute in their distinctive ways. Central to this effort is our DEI strategy, which taps into the potential of diverse talents. The specifics of this strategy will be detailed in the following section (p. 53).

HR strategy 3: HR service excellence

• HR partnerships supporting business transformation

HR Business Partners (HRBPs) deliver critical support to the business, serving as a foundational element of our HR function and significantly influencing business performance. In International, we have realigned HRBPs to fit our new business operating model better, establishing a structure tailored to meet specific business demands effectively.

Concurrently, we are exploring the pilot implementation of HRBP functions in Japan, our largest market, integrating broader insights from other regions. This initiative is already yielding tangible outcomes, such as a better understanding of organizational challenges and pinpointing potential candidates for global leadership roles.

• Leveraging data for operational excellence

We continue to enhance our investment in people data, particularly improving data quality and developing standardized data sets across the Group. One significant challenge has been Japan's diverse corporate landscape, complicating the establishment of uniform definitions for key people data.

Nevertheless, the creation of a unified data template in 2023 has enabled a comprehensive overview of our talent across companies, using standardized data definitions. This not only improves the accuracy of our key metrics but also supports the data-driven development of future organizational strategies.

To standardize talent data across the Group, we are implementing the One dentsu Career Framework in Japan, a system of job families and levels already in place in other regions. This was implemented for our Group Management in 2023. Our future goals include broadening its application to enhance strategic resource management, talent allocation, and career development opportunities, all based on this data framework. Currently, a project is in progress to introduce consistent job levels across our Japan business.

We are also advancing our efforts to enhance the efficiency of daily operations through process optimization, automation of high-volume tasks, and leveraging shared services in cost-effective regions. Acknowledging regional operational differences, we are

set to revise processes and systems where broader optimization would be beneficial. Our goal is to boost productivity further through global integration and standardization of operations.

Believing in brilliance: HR's commitment to energizing our people

Miho Tanimoto,
Global Chief HR Officer (CHRO),
dentsu

It's hard to believe a whole year has flown by since I joined the vibrant dentsu community. This past year, we focused on a global initiative to identify our top 100 leaders, shaping a leadership vision that drives our Group's growth and informs our succession and talent development strategies.

Believing in the power of positive leadership to strengthen our organization, we engaged in meaningful dialogues across various organizational levels to craft the dentsu Leadership Attributes. These in-house discussions, leveraging our global capabilities, were not just strategic but also a valuable opportunity for us to reflect on who we are and what we aspire to be.

Through dialogues with employees globally, we've gained insight into their expectations for the Group. It was particularly striking to hear many of our dentsu people highlight taking initiative as a key

strength. They cherish our culture of proactive thinking and collaboration, enabling us to deliver the best solutions to our clients. It is inspiring to see such enthusiasm for this way of working.

Moreover, from conversations with employees engaged across various regions and disciplines, I've learned that embodying One dentsu not only broadens business opportunities but also enriches their experiences by allowing them to work with a diverse team of professionals. This has bolstered my confidence in the One dentsu strategy we have been advancing since 2023.

People are the heart of dentsu's business. In HR, we see it as our mission to believe in our people's potential and support them in fostering a vibrant organization.

In 2024, I am intensifying my focus on Japan, our largest market, by expanding the People Discussions initiated in 2023 to leaders at levels further down. We have also launched a global talent development program to actively offer growth opportunities to individuals highlighted in these discussions.

By openly discussing leadership as a key evaluation criterion, we aim to inspire many

employees to reach even higher. It's important to me that our people who contribute value are recognized fairly, moving away from traditional metrics such as working hours and sales figures. I believe that fostering a culture where everyone is encouraged to take initiative will help us maximize the potential of our people.

Employee engagement thrives on transparent storytelling from our leaders. Last year, our President & Global CEO, Hiroshi Igarashi and I shared the engagement score results and action plans with all employees. I also hosted a town hall with Japan CEO, Takeshi Sano, titled "How are executives chosen?" and shared the People Discussion process and approach. Through open communication and dialogues addressing strengths and areas for improvement, we aim to build trust between the leadership team and employees and gather vital insights for change.

Our new slogan, "We aspire to innovate and surpass expectations," reflects our collective ambition. Committed to this vision, I will continue guiding HR to develop the exceptional talent that defines dentsu.

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Dentsu DEI showcases personalities and strengths

Unleashing the talent of 71,000 diverse individuals to drive business and society

As talent is the source of dentsu’s competitiveness, DEI is positioned as one of our material issues. The Group will continue to propose new value to meet the increasingly complex challenges of clients and society by bringing together diverse individuals with expertise and uniqueness, and by demonstrating strong capabilities as a team. In promoting DEI, we are proactively working to create an environment where every employee can fully demonstrate their abilities with a sense of fulfillment, while fostering a corporate culture that respects colleagues and transforms mutual differences into strengths.

Autonomously discovering issues to generate ideas and actions

An inclusive corporate culture can only be nurtured and strengthened when DEI is integrated into the experience of every employee. Thus, in fostering DEI at dentsu, rather than relying on top-down instruction, we emphasize the importance of each employee identifying issues themselves, considering actions that involve others, and taking initiative. We will demonstrate creativity and the ability to execute, which are the

Group’s strengths, while continuing to take on the challenge of transforming our company and society.

The four pillars of our DEI strategy

Our DEI strategy comprises four pillars: Transparency and Accountability, Representation and Sponsorship, Education and Continuous Learning, and Impact on Clients and Communities. We have a regional Chief Diversity Officer in Japan and Chief Equity Officers across the Americas, EMEA, and APAC. Our DEI leaders are working closely together to accelerate the One dentsu Operating Model (ODOM) to maximize employee job satisfaction, mutually leveraging talent resources, capabilities, and practices in each region, while working to develop a clear global strategy and promote

multifaceted, multi-layered actions that take into account differences in social backgrounds and cultures.

DEI strategy 1: Transparency and accountability

DEI is at the center of dentsu’s vision “to be at the forefront of people-centered transformations that shape society.” We believe that to deliver on our vision, we must ensure that we are truly representative of the societies we serve. To hold ourselves accountable, and to cultivate an environment where we all work together to make progress in fostering a diverse and inclusive culture, we track and transparently report our progress towards certain aspirational goals.

As one indicator of employee demographic diversity, the Group is working towards an aspirational goal to achieve a 45% female leadership ratio by 2030. In addition, this year we added an aspirational goal to achieve an engagement survey “respect” score of 80 points by 2025. Our hope is that by measuring the extent to which our employees feel they can engage in their work while practicing mutual respect, we will enhance awareness of our differences and further refine our corporate culture, which turns individual differences into mutual strengths. This is also one of dentsu’s strengths.

Note: Percentage of representation other than by gender in each region is available in the [Diversity, Equity & Inclusion Report 2023](#) [published December 2023].



Atsuko Kuchiba
Chief Diversity
Officer, dentsu
Japan

Christena Pyle
Chief Equity
Officer, dentsu
Americas

Pauline Miller
Chief Equity
Officer, dentsu
EMEA

Rashmi Vikram
Chief Equity
Officer, dentsu
APAC

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DEI strategy 2: Representation and sponsorship

We will expand our recruiting practices to reach more diverse talent, and enhance our work environment to be more inclusive, creating a fair workplace for everyone. Currently, we promote the representation of underrepresented groups in society through actions in the workplace as well as by connecting with external organizations and teams.

We have several employee resource groups (ERG) that, having been established by employees themselves, encompass a wide range of demographic groups and diverse perspectives. We proactively encourage mutual support and awareness-raising activities led by individuals who self-identify with the target characteristics of the groups as well as their allies.

• Gender equality

Through the aforementioned training programs and other initiatives, we aim to create an environment in which our female employees are supported and empowered to pursue diverse career paths and play active roles on their teams.

Our commitment to gender equality also extends beyond the workplace. Two representative examples are “Visible Voices” (EMEA), a short film in which employees tell their personal stories while raising awareness of social and political issues, and “Femtech and BEYOND” (Japan), which aims to grow the femtech market by

working with clients to identify business issues and implement actions, including product design, to resolve women’s health issues and gender-specific challenges.

• Inclusion of people with disabilities

In a society where one in five people lives with a disability, dentsu will continue to take on the challenge of designing inclusive workplaces and striving to shape a society that promote accessibility for people with disabilities. For dentsu, where talent is the basis of our competitiveness, leveraging and expanding the abilities of colleagues with disabilities is synonymous with expanding the potential of humanity.

In Japan, we have been commissioned by Tokyo’s Setagaya Ward to undertake the Nofuku Partnership Project, which aims to solve local issues by preserving farmland, promoting employment for people with disabilities, and increasing wages.

We also promote various internal efforts to facilitate understanding and awareness, such as the “Neurodiversity ERG”



(APAC) session series that raises awareness around autism, ADHD, dyslexia, and other neurodivergent traits. These help us create an inclusive workplace at dentsu.

Our efforts include the Valuable 500, an international initiative in which 500 global corporations collaborate to promote the inclusion of people with disabilities, as well as the Disability Equality Index created by the global organization Disability: IN to benchmark disability inclusion in the workplace.

• LGBTQ+ inclusion

Supporting LGBTQ+ colleagues working in our Group is critical in helping to create a society that embraces diversity, promotes equality, and celebrates the rights and identities of all individuals.

In addition to the various initiatives led by LGBTQ+ ERGs at offices worldwide, during Pride Month, the creativity we have developed in our advertising business has enabled us to launch LGBTQ+ awareness and inclusion campaigns in various countries, including “Dentsu & Friends” (EMEA), “Dentsu pride NXT SPACE” (Americas) and LGBTQ+ ERG (APAC). In Japan, dentsu received the highest “Gold” rating in the PRIDE Index, which evaluates corporate initiatives for LGBTQ+ inclusion in the workplace, and “Rainbow” certification as a company promoting initiatives that have a collective impact.

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• Multicultural inclusion

With over 71,000 employees from different cultures and backgrounds working at dentsu, we are dedicated to creating an environment of mutual respect that fosters a sense of belonging. As a founding member of the World Economic Forum’s Partnering for Racial Justice in Business initiative launched in 2021, dentsu is committed to cooperating with, and supporting, individuals and organizations through empowerment aimed at creating fair and equitable work environments. Additionally, the Group actively supports and participates in the Black Enterprise Women of Power (BEWOP) Summit (Americas), a pivotal conference focused on professional leadership for female executives of color.



• Generational inclusion

Teams comprising employees of multiple generations combine wisdom and experience with fresh perspectives. The Group is committed to providing resources, a sense of community, and learning opportunities for employees of all ages and career levels. Our initiatives include being the first advertising agency in the UK to partner with 55/Redefined, which is focused on combating age discrimination and improving the representation of employees over-50 in the advertising industry. In recognition of our proactive approach and employment policy, we received the “Age Inclusive” and “Age Friendly” certification marks.



• Health and wellness

Employee work styles and values may change due to mental health or illness. We are committed to listening to concerns, educating employees, and providing resources. This includes comprehensive training programs that prioritize both mental and physical health, ensuring robust support for employees.

Mental Health First Aider, a global training program that provides information and teaches skills to assist employees, their family members, and friends facing mental health issues or crises resulting from mental

health issues, is provided in nine markets including Japan. Further, we established and continue to run Lavender Ring, a social contribution activity conducted in Japan with the mission of “Bringing smiles to the faces of all cancer survivors.”



Lavender Ring activities

DEI strategy 3: Education and continuous learning

Education and learning opportunities are invaluable for dentsu’s diverse talent to develop new skills and discover new possibilities. Through a variety of career development and pipeline programs, including those previously mentioned, the Group is accelerating investments in employees at all career stages (for more details, please refer to the programs listed in our 2023 DEI Report).

These programs foster inclusiveness and collaboration among a diverse employee population

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with different experiences and backgrounds, while strengthening our ability to provide solutions to clients and address social issues.

In Japan, we continue to provide DEI Park, an original learning platform that encourages feedback from, and dialogue with, minorities within the Group, while encouraging all employees to think and act autonomously. This initiative results in more than 200 bottom-up actions each year.

At the same time, as an investment in the future of society as a whole, dentsu provides internship opportunities for external partners. These include the “SkillBridge Program” (Americas), which partners with the US Department of Defense to assist veterans in changing careers, and the “Topu Toa Internship Program” (APAC), which partners with the New Zealand non-profit Topu Toa to increase employment opportunities for Maori people.

DEI strategy 4: Impact on clients and communities

In promoting DEI, we also pursue our B2B2S management policy. Through collaboration with like-minded partners around the globe, we are broadening the world of DEI advocacy, from the corporate world to wider society, by engaging people, addressing social issues, promoting inclusive business practices, and driving social change.

In Japan, ten Group companies jointly organized a sports festival for people with severe disabilities who

have difficulty playing in Paralympic sporting events. Twelve teams from special needs schools and other organizations and over 100 dentsu employee volunteers participated in this event, creating opportunities for interaction and self-realization through sports.

As an industry leader, dentsu is committed to fostering more inclusive marketing and advertising businesses through partnerships with organizations and associations worldwide that represent their respective industries. These include the establishment of a DE&I Committee within the Japan Advertising Agencies Association, an alliance with the Association of National Advertisers to publish the “See Her” report, a pioneering campaign advocating for gender equality in media and advertising. Additionally, “OWN-IT” (Americas), is a fellowship program facilitating access to business opportunities across our network and promoting the mentorship of female entrepreneurs by corporate executives.

Note: For information on other representative partnerships, please refer to “Our Partnerships” in the [DEI Report 2023](#) [published December 2023].



To realize an inclusive society, we held the sporting event IncluFES to provide people with severe disabilities with the opportunity to play sports.

Working towards progress indicators to realize our ideal HR image

| Ideal image | Indicators of progress | Targets | 2023 achievements |
|---|---|---|-------------------|
| Employees willing to contribute positively to the team/organization (high engagement) | Engagement score* | 68 (2024) | 66 |
| Employees adding new capabilities with adequate growth opportunities | “Growth” score* | No target (new indicator) | 66 |
| Well established successor pipeline (leadership development) | Group executive management successor readiness rate | No target (new indicator) | None |
| Firmly rooted HR development systems and culture | People Discussion time | No target (new indicator) | None |
| Diverse talent are empowered and active (with a focus on gender first) | Female leader aspirational goal | 34.3% (2024) Targeting 45% in 2030 | 32.4% |
| Employees work with mutual respect for each other | “Respect” score* | 79 (2024) 80 (2025) | 78 |
| Active collaboration among employees | “Collaboration” score* | No target at this time | 69 |
| Engaging in correct behavior based on integrity | “Personal integrity” score* | No target at this time | 81 |

Indicators in green are formulated as Materiality-related KPIs.

* Measures each score in the engagement survey.