

CHRO message

Winning by developing Integrated Growth Partners

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Our people

At dentsu, our business is powered by people. By bringing together individuals with wide-ranging expertise and integrating their strengths, we unlock creativity, deliver innovative solutions to address client growth challenges, and bring those solutions to life. This collaborative dynamic lies at the heart of our business model—and defines our role as an Integrated Growth Partner, committed to driving sustainable growth for both our clients and society.

In addition, dentsu has always been driven by employees who find purpose in seeing clients thrive. This client-centric mindset remains constant, even as technology evolves and the business and societal landscapes undergo profound change. In fact, the more technology advances, the more certain we become: it is people—through their ingenuity and intent—who transform potential into value.

We believe that every individual has a fundamental desire to contribute and grow. This belief drives our commitment to building an environment where every employee can explore their potential, embrace new challenges, and continue to grow. We are confident that such efforts lead not only to business success but also to lasting value for society.

Reflecting this belief, our HR policy is rooted in believing in brilliance—a commitment to empowering and energizing our people. We are focused on building a vibrant organization where individuals thrive through meaningful challenges, guided by the following priorities.

Combining wide-ranging expertise as an Integrated Growth Partner

Our strategy centers on uniting people with unique expertise and combining creativity with technology to deliver impactful solutions—what we call Integrated Growth Solutions (IGS)—to address the challenges faced by clients and society. Client needs are constantly evolving, and so too are the skills required of us as professional partners to drive true, sustainable growth.

Three focus areas to win as a people-centered organization

To nurture our strength in IGS, scale it globally, and enhance our solution capabilities across markets, we must continue to empower our people. We are focusing on the following three areas to become a truly people-centered organization:

1. People Growth – Supporting employee growth and deepening expertise
2. Winning as One Team – Fostering deep collaboration and energizing our organization
3. HR Partnership Excellence – Uniting HR and business teams to drive growth



HR strategy to unleash the power of our people

Purpose	an invitation to the never before.
Management policy	B2B2S—Resolving social issues together with clients, and achieving sustainable growth for all
Business strategy	Delivering Integrated Growth Solutions through the One dentsu framework

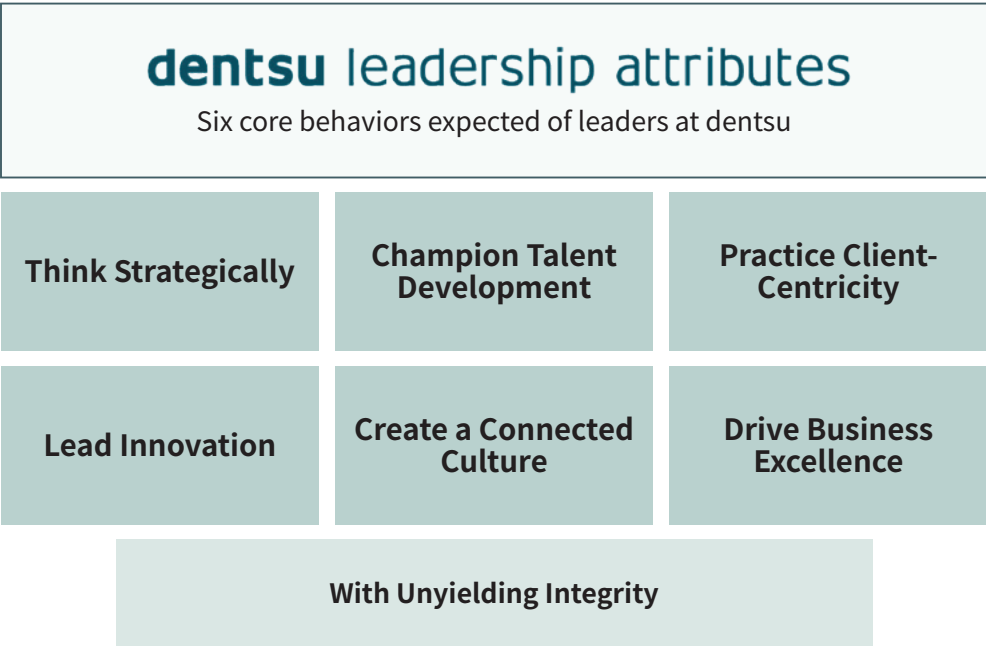


People Growth
Supporting employee growth and deepening expertise

dentsu Leadership Attributes (dLA):
Organizational foundations built on leadership

At dentsu, we believe leadership is defined by actions that positively influence others, regardless of one’s role or title. To embody this, we developed the dentsu Leadership Attributes (dLA)—a leadership behavior framework shaped by extensive input from employees and leaders reflecting on what drives dentsu’s growth. Set to launch globally as a unified standard in 2025, dLA is already being embedded into key HR processes, including goal setting, performance evaluations, and development planning.

Through this framework, we aim to foster a culture where every employee demonstrates leadership and proactively drives change.



People Discussion:

Group-wide talent development dialogues

As part of our talent development using the dLAs, leaders regularly hold People Discussion sessions to review employee growth and development plans. These discussions help identify skills and potential, enabling targeted actions to build stronger talent and teams.

Importantly, these sessions are not for performance evaluation but focus on leadership behaviors and future growth potential, fostering positive dialogue aimed at nurturing the next generation of dentsu leaders. Through ongoing discussions, we enable strategic HR planning that supports succession development and optimal placement.

In its first year, 2023, the program targeted the top 100 global leaders; in 2024, the scope expanded significantly within Japan. Today, it covers over 4,000 employees. This initiative accelerates identification and development of growth opportunities while cultivating a culture where leaders actively develop the next generation of leaders.

Enhancing client value through skill development

Building on the growth potential identified in People Discussions, we offer a variety of development opportunities with a focus on key skills essential for driving IGS. Central to this is the ability to thoroughly understand client challenges and deliver integrated, impactful solutions.

To extend the expertise developed in Japan to a global scale, we have launched the EIGYO training program internationally. Participants gain knowledge from leading IGS practitioners in Japan and overseas on client-centric problem-solving, strategic planning, and cross-departmental solution development.

We are also integrating AI into all aspects of our operations to deliver higher-value solutions. Creating a culture where

employees actively explore and share technological knowledge is vital to nurturing AI talent. Our global AI community includes over 7,000 members who regularly exchange insights. Collaborative hackathons with clients and platform partners further support this effort.

In Japan, we are expanding AI skill certification and training programs to empower employees to effectively leverage new technologies and enhance client proposals. Alongside this, we promote initiatives to improve AI literacy Group-wide, with attention to ethics and governance.

Cultivating global change leaders to drive the future

To successfully expand IGS on a global scale, strong leadership talent capable of driving this vision across borders is essential. To support the continuous development of globally active leaders, we have established a comprehensive talent development framework featuring tiered and cross-market programs such as:

- dentsu Leadership Connect: A next-generation leadership program designed to deepen understanding and practical skills related to our global strategy. In 2024, 40 global leaders participated, sharing best practices and broadening their perspectives as change leaders.
- dentsu NEXT 20: A new initiative focused mainly on the Japan market that selects promising global leadership candidates. Through immersive experiences at overseas locations, participants undergo rigorous self-reflection and take on challenging assignments to foster growth as purpose-driven leaders.

Bringing together talented individuals from around the world, this engagement between current and emerging leaders sparks dynamic discussions about dentsu's future, energizing the organization on a global scale.



dentsu Leadership Connect

Listening to our people and exploring growth together

In addition to selective development programs, accelerating the growth of each individual requires an environment where employees can take ownership of their careers, explore personal themes at their own pace, and take on challenges in a fair and open setting—regardless of their tenure or background. To promote career autonomy, the HR department and the business transformation (BX) team, which drives organizational transformation, have jointly launched the Human Capital Project in Japan. This employee-driven initiative focuses on organizational development by actively collecting feedback and exploring what it takes to build an empowered organization where individuals are motivated to pursue meaningful careers. Through cross-hierarchical workshops and open dialogue, a shared understanding has emerged: career autonomy is fostered when employees identify what they truly want to do, continuously take on new challenges, and grow within an environment full of open opportunities. Moving forward, we will continue co-creating HR

initiatives with our people, using their intentions and values as guiding principles.



Human Capital Project: Empowering each individual's will

Winning as One Team Fostering deep collaboration and energizing our organization

Engagement: Listening to employees and shaping the organization together

A strong sense of engagement—where employees feel connected to the company's direction—is key to creating a vibrant and resilient organization. At dentsu, we conduct a global annual engagement survey, Check In, to better understand how our people feel and what they need to thrive. Each team then develops its own action plans based on the results, ensuring that improvement starts close to the ground. At the broader organizational level, we are working to enhance communication from leadership and deepen employee understanding of our shared vision and strategy. In 2024, approximately 200 senior leaders from around the world gathered in Tokyo for in-person discussions and strategic alignment. Throughout the year, we also hosted regular Dentsu

Global Leadership Meetings for the top 1,200 leaders, as well as town halls and Open Talks that facilitate direct dialogue between leaders and employees. By creating more open and timely communication between leadership and teams, we are fostering greater transparency, strengthening trust, and driving collective engagement across the organization.



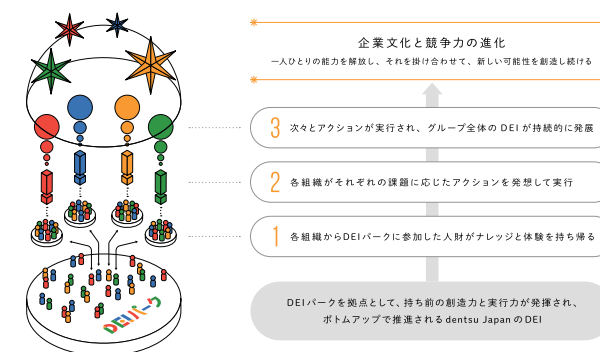
Snapshot of the Senior Leadership Meeting

Creating an environment where every individual can thrive

At the heart of IGS is the power of a multitude of talent, expertise, and perspectives coming together. At dentsu, we are committed to fostering a culture of mutual respect, setting it as a shared goal across the Group. Specific initiatives are tailored to the unique social and cultural contexts of each region.

In Japan, we have been running the DEI Park since 2021—a platform that accelerates bottom-up DEI-related actions across individual companies and teams. Since 2022, selected DEI leaders from each organization have gathered to build foundational knowledge, listen to minority opinions, engage in open dialogue, and bring their insights back to their own teams. By doing so, they

lead tailored initiatives that address their team's specific challenges, fostering personal ownership and driving sustainable action. As of June 2025, around 1,500 DEI leaders have participated in the program, and in 2024, approximately 70% of all dentsu Japan employees took part in DEI-related actions.



Implementation structure of dentsu Japan's DEI Park

In the EMEA region, we are delivering an inclusive marketing program designed to equip employees with the skills to engage clients in open and meaningful conversations. So far, 93 employees across CXM, creative, client services, and strategy have completed the program, with plans to expand it into the media domain.

Meanwhile in APAC, we continue to focus on raising awareness and driving inclusion for underrepresented communities. Programs around neurodiversity, mental health, and LGBT+ inclusion highlight the importance of these communities not only within dentsu, but also for our clients and society. In 2024, more than 4,000 employees participated in initiatives such as dentsu APAC's Inclusion Month and joint programs exploring the workplace impact of menopause. Our Voices Library, developed in collaboration with partners like

Mastercard and Microsoft, further positions dentsu APAC as an inclusive workplace.

At the Group level, we monitor employees' sense of respect through our regular Check In survey, aiming to build a workplace where all professionals can confidently bring their full capabilities to life. We have also revised our gender goals, setting a new aspirational goal for women to hold 35% of leadership positions across the Group (excluding the US) by 2030. This goal is based on the critical mass theory, which suggests that when minority representation exceeds one-third, individuals are less likely to feel marginalized.

Striving to be a great place to work

To continuously generate innovation through creativity, it is essential to provide an environment where employees can thrive. At dentsu, we emphasize a results-oriented approach to work. While maintaining flexibility through hybrid and remote work options, we also encourage in-person collaboration at offices. This is because face-to-face interaction plays a vital role in fostering the ideas and creativity that are core to dentsu's strengths.

We have also introduced a well-being leave system to help employees manage their own work-life balance, enabling them to take time off and work with autonomy.

Thanks to initiatives such as these, several of our companies and regions were recognized last year as great places to work. We will continue to enhance both the opportunities and the environment that empower employees to stay motivated and engaged.

HR Partnership Excellence

Driving growth through close collaboration between HR and business units

To strengthen our unique expertise and cultivate a collaborative culture, HR must act as a transformation partner fully integrated with the business. Working alongside business leaders to deliver talent management that precisely addresses business challenges requires ongoing efforts to enhance the quality and productivity of HR services. In today's fast-evolving technological environment, the ability to provide high-quality services efficiently and with agility is a key driver of organizational competitiveness.

HRBPs supporting the business frontline

A key element in achieving this is the deployment of HR Business Partners (HRBPs), who drive talent management as strategic partners to the business.

Since 2019, the HRBP system has been implemented in our International business, where HRBPs have worked closely with leaders to promote talent management and organizational transformation tailored to regional challenges. In 2024, efforts focused on facilitating smooth leadership transitions and optimizing organizational structures. Moving forward, support will be intensified to help each division evolve into a leaner, more agile organization.

In Japan, the HRBP initiative is still in its early stages, with knowledge being accumulated through practical experience. In the future, domestic and international HRBPs will collaborate to build a system that closely aligns with business strategy, aiming to establish a more comprehensive and effective HR partnership.

Enhancing HR operations to improve the employee experience

To elevate the experience value for each employee while increasing overall organizational efficiency, we are focusing on improving HR service processes.

In our International business, we promote the use of the integrated platform, Ask People Services, to streamline routine HR inquiries and procedures. By incorporating process automation tools such as AI-powered chatbots, we encourage self-resolution and aim to improve both response speed and service quality.

Additionally, as a foundation for our service system, we are strategically expanding the use of nearshore and offshore centers. Alongside broadening the range of HR services they can handle, the volume of tasks processed at each location continues to grow steadily. For example, at our South America center, customer satisfaction rates exceed 90%, demonstrating a high level of service quality.

We are also revising work-related policies, including the remote work policy and international mobility policy, to ensure they are consistently applied across the entire Group. These updates aim to support an environment where employees can work flexibly and productively.

Utilizing HR data and technology

As a foundation supporting strategic talent management, it is essential to continuously enhance our HR data and systems. Insights derived from talent data not only improve the quality of business- and talent-related decision-making but also contribute to a better experience for each employee.

At the core of dentsu's talent data infrastructure is our career framework, a standardized system that defines job functions and job levels. By identifying internal jobs based on this framework, dentsu not only gains valuable insights into its talent pool but also empowers employees to explore a variety of career paths

and take ownership of their career development. Currently, job labeling aligned with this framework has been implemented for approximately 50,000 employees in our International business. The use of standardized criteria and integrated talent data supports the streamlining of HR processes—including performance evaluation, compensation, development, and people analytics—while also enhancing efficiency through AI-driven solutions. In Japan, dentsu has also begun building a

unified talent database aligned with these global standards, starting with the standardization of job levels, with the aim of creating cross-company opportunities and enabling more strategic talent placement.

In closing
Our goal in HR is to believe in brilliance and energize our people. We believe that only when each individual’s drive to contribute and grow is activated can we truly deliver value as a trusted Integrated Growth Partner for our clients around the world. We are committed to building an HR infrastructure that fuels this energy—together with the business.

Ideal image	Indicators of progress	2023 figures	2024 figures
Employees willing to contribute positively to the team/organization (high engagement)	“Engagement” score	66	66
Employees adding new capabilities with adequate growth opportunities	“Growth opportunity” score	66	66
Well established successor pipeline (leadership development)	Group executive management successor readiness rate	None	100%* <small>* Includes emergency coverage</small>
Every individual is enabled to contribute and thrive within our organization	Female leader ratio	32.4%	32.5%
Employees work with mutual respect	“Respect” score	78	77
Active collaboration among employees	“Collaboration” score	69	68
Engaging in correct behavior based on integrity	“Personal integrity” score	81	80