

Empowering people and bringing diverse strengths together to drive innovation



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At dentsu, we work together with our clients to drive growth for people, businesses, and society. We aspire to be the world’s leading Growth Partner in helping our clients grow, with client centricity, agility, and collaboration at the heart of everything we do.

Our people are the ones who create this value. Across dentsu worldwide, there is a shared desire to move people through the power of innovation. This shared belief and culture are the driving force behind our value creation.

The Japan business continues to deliver steady growth, while we are advancing structural reforms in our International operations. Having observed businesses and organizations around the world, I have come to see that high performers share certain traits in common. They put clients first, bring together people with diverse expertise across boundaries to create value as One Team, and foster a vibrant organizational culture that makes it all possible.

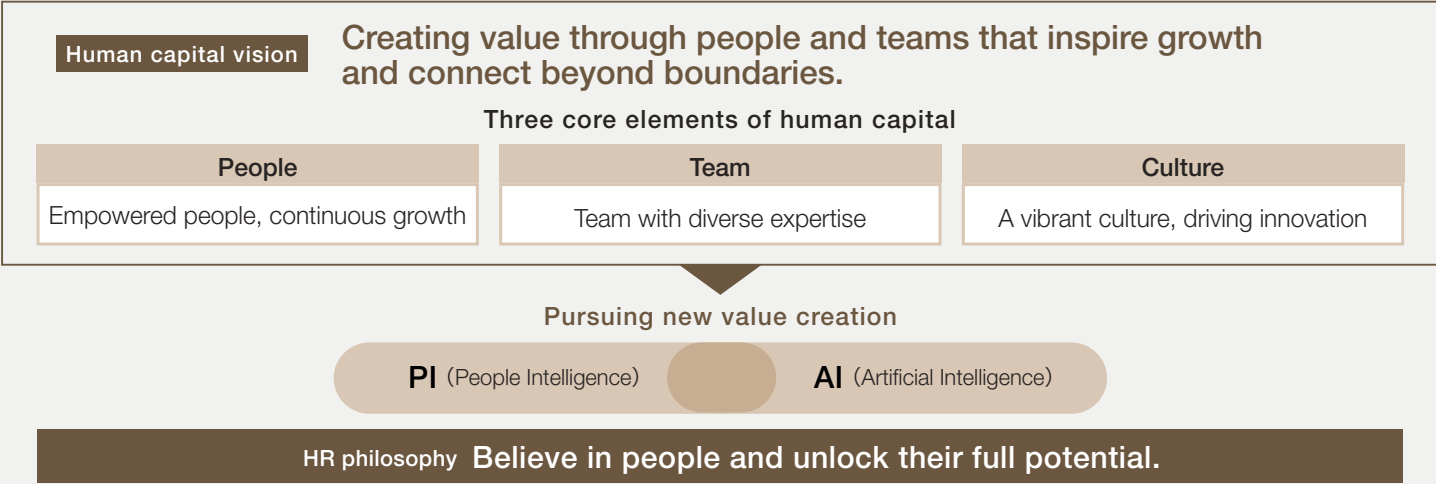
At dentsu, we see people, teams, and culture as the three sources of our competitive strength. This belief is embodied in our human capital vision: “Creating value through people and teams that inspire growth and connect beyond boundaries.”

To realize this vision, we are focusing on three priorities: “Empowered people, continuous growth”, “Team with diverse expertise”, and “A vibrant culture, driving innovation”. Through investment in human capital, we aim to support sustainable business growth.

Advances in technology, particularly generative AI, are opening up new possibilities for both individuals

and teams. At dentsu, we call the distinctly human strengths of creativity, curiosity, determination, and judgment shaped by experience “People Intelligence (PI).” By bringing PI and AI together, we aim to unlock individual potential, amplify the collective power of our teams, and accelerate the creation of new value. By connecting people across organizations, regions, and areas of expertise, and enabling them to learn and co-create together, we can achieve what no individual could accomplish alone.

Underlying all these efforts is our HR philosophy: Believe in people and unlock their full potential. We believe in every employee’s desire to contribute and grow, remove the barriers that stand in the way of that potential, and encourage them to take on new challenges. We are convinced that an organization where people can thrive, learn through challenges, and inspire one another to grow provides the foundation for sustainable corporate growth and value creation for society. This belief underpins all our people-related initiatives.



Supporting the growth of people who continuously learn and embrace new challenges

In today’s rapidly changing and uncertain business environment, it is essential for employees to develop deep expertise, take ownership of their careers, and continually hone their capabilities. We aim not only to enhance individual skills and capabilities, but also to strengthen leadership: the ability to consistently create value across teams. To support this, we have established the dentsu Leadership Attributes (dLAs) as the shared behavioral framework for all employees, articulating the values that define dentsu and the leadership behaviors expected of everyone. The dLAs are embedded in employee goal setting and feedback for managers, and the desired behaviors are reflected in performance evaluations.

One of the key initiatives supporting people growth is our Group-wide “People Discussion” program, which has been in place since 2024. Through regular talent review discussions, leaders from our business and functions

assess each employee’s behaviors defined in the dLAs, together with their job performance, and engage in constructive dialogue about how best to support their growth. Rather than a performance evaluation, People Discussions focus on each employee’s growth potential. By encouraging employees to take greater ownership of their careers while strengthening managers’ focus on talent development, they support strategic talent management, including placing the right people in the right roles and investing in high-potential talent.

We actively invest in the growth potential identified through these discussions. For example, we are committed to the continued development of the next generation of global talent, including through overseas assignments. We believe that taking on challenges in various markets and demonstrating leadership across different cultures are essential to developing globally competitive leaders. Through programs such as dentsu Leadership Connect and dentsu NEXT 20, we place particular emphasis on connecting outstanding employees from around the world and broadening their perspectives through hands-on business experience. We

are also steadily developing talent capable of delivering results on the front lines through capability development programs focused on new client acquisition and business expansion, and the Eigyo program, which extends capabilities developed in Japan to our International markets.

Teaming that creates value by combining diverse expertise

One of dentsu's key strengths lies in the creativity that emerges when professionals from a wide range of backgrounds combine their expertise and perspectives. In Japan, our largest market, we are focused on unlocking the potential of every individual and multiplying the power of collaboration. Through initiatives such as mentoring for women in management, targeted action plans to address gender-related challenges, and efforts to foster more inclusive leadership, we are strengthening an inclusive culture where everyone can thrive and contribute at their best.

We view AI as a means of expanding the capabilities of our teams and are strengthening both AI-related skills and mindsets. Across regions, both company-led and employee-led initiatives are being launched at a rapid pace. Beyond providing tools and training, we foster global collaboration through communities across regions, where people learn from one another, thereby strengthening our collective capabilities. In Japan, we support AI skill development through our proprietary AI certification program. As of May 2026, cumulative participation in training programs in Japan had reached 20,848. At the same time, to promote broader teaming, we are rolling out networking initiatives, such as our open-application internal internship program, which encourages employees to build connections across entities.

As a result of these ongoing efforts, we have maintained strong collaboration scores in our global employee engagement survey, Check In, demonstrating that cross-organizational collaboration has become an integral part of dentsu. While preserving the flexibility of hybrid work, we also encourage face-to-face collaboration through employee events held around the world. By creating an environment where our people can work effectively and building teams that can thrive, we are strengthening the foundations for sustainable competitiveness.

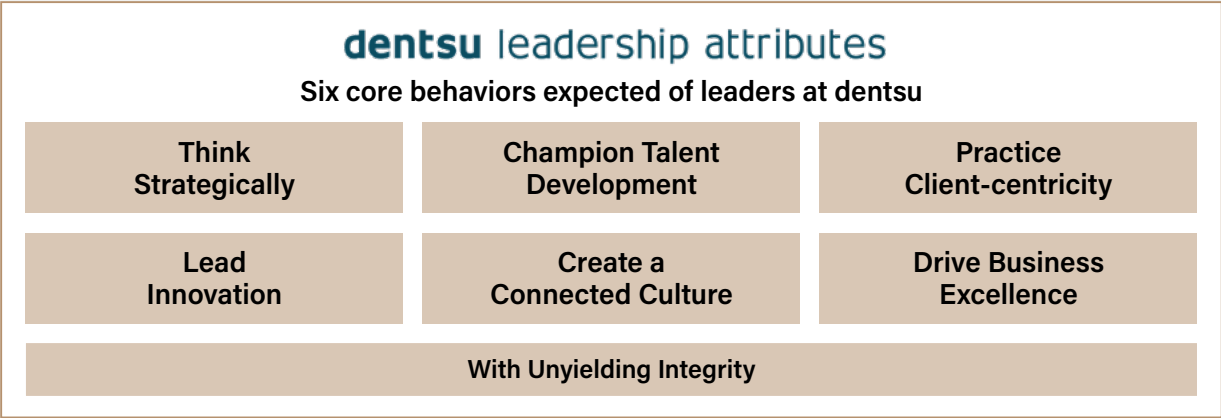
HR as a strategic business partner

As the function supporting the growth of individuals and teams, HR continues to evolve as a strategic partner to the business. HR Business Partners are embedded across each region, working closely with business leaders to advance talent management tailored to local business needs.

We have also begun implementing a globally unified career framework that standardizes job architecture and job grades, while building a global talent data platform. This is intended to enable us to create opportunities across countries and organizational boundaries and support more strategic talent mobility.

This talent data platform will allow us to optimize team composition and talent assignments, an approach that has been highly regarded by many of our clients, who view our people as the foundation of our services.

We are also working to enhance the quality of our HR services by embedding AI into HR processes, including through AI-based chatbots that respond to inquiries. Through these efforts, we continue to evolve as an organization that delivers a better employee experience.



Cultivating a client-centric culture that drives innovation

A deep desire to contribute to and create value together with our clients, a collaborative spirit that brings teams together to tackle complex challenges, a selfless commitment to celebrating the success of others, and the initiative to act with curiosity are the foundations of dentsu's competitive advantage. We share this culture with employees around the world and continue to cultivate it as the foundation for innovation by inspiring one another. By bringing together people from various regions, each with their own unique perspectives and strengths, we aim to build an even more vibrant culture.

To reinforce this culture, we have introduced recognition programs that celebrate colleagues for outstanding work. Our global Northstar Awards recognize not only the results achieved, but also how those results were achieved. Across ten categories that embody our client promise, Innovating to Impact, from improving the way we work and delivering breakthrough ideas for clients to creating positive change for society, we celebrate individuals and teams who take on challenges that go beyond conventional boundaries. Recognition extends beyond formal awards through everyday tools that encourage employees to recognize and thank one another. By fostering a culture in which appreciation is shared every day, we inspire our people to embrace new challenges and encourage them to take the next step.

Leaders also create numerous opportunities for open and candid dialogue with employees across regions and functions. Whether through town hall meetings, roundtable discussions, or other forums, the common thread is a commitment to two-way communication rather than one-way messaging from leadership. For example, shortly after assuming the role

of Global CEO in April 2026, Takeshi Sano launched Taiwa Live sessions as a forum to engage directly with employees worldwide. Sharing both his vision as Global CEO and his own personal experiences, he responded to employees' questions in real time and spoke about the importance of collaboration and a spirit of selflessness. When leaders communicate the culture in their own words and engage in ongoing dialogue with employees around the world, they help embed the culture throughout the organization.

We believe that dentsu's culture is our greatest strength in attracting clients and outstanding talent globally. With a commitment to further strengthen this culture and carry it forward into the future, we will continue to advance our human capital strategy.



Key indicators and performance

Employees are motivated to contribute positively to their teams and the organization (high engagement)			
Engagement score	2023 66	▶ 2024 66	▶ 2025 66
Employees have sufficient opportunities for growth and are developing their capabilities			
Growth score	66	▶ 66	▶ 66
Well-established successor pipeline (leadership development)			
Group executive management successor readiness rate	None	▶ 100% (Includes emergency coverage)	▶ 100% (Includes emergency coverage)
Every individual is empowered to contribute and thrive within our organization			
Female leader ratio	32.4% Note: The 2023 and 2024 figures are presented under the prior definition and are not directly comparable to the 2025 figure.	▶ 32.5%	▶ 25.4% (excluding the US) Note: The definition of "leader" was changed in 2025.
Employees work with mutual respect			
Respect score	78	▶ 77	▶ 79
Active collaboration among employees			
Collaboration score	69	▶ 68	▶ 69
Acting with integrity and doing the right thing			
Personal integrity score	81	▶ 80	▶ 82