

Initiatives to address social issues

Collaborating with stakeholders to address social issues is a key part of dentsu's ambition to achieve sustainable growth together with society. Leveraging the wide-ranging networks, insights into social issues, and execution capabilities developed through our business, we engage in strategic collaboration with stakeholders to share the knowledge and expertise accumulated across the Group with society. We aim to draw on the new perspectives gained through these collaborations to support further value creation.



The Blue Ocean Initiative's approach



CASE 1

Launch and promotion of the Blue Ocean Initiative, a cross-sector co-creation platform dedicated to ocean conservation and sustainable economic development

Issues surrounding the marine environment are wide-ranging, including marine plastic pollution, climate change, and biodiversity conservation, and require coordinated action across society. To help address these challenges, Dentsu Inc. participated in launching the Blue Ocean Initiative, a cross-sector co-creation action platform bringing together industry, government, academia, and civil society, in April 2023.

With 2030 as its target year, approximately 115 organizations (as of May 2026)—including companies, startups, academic institutions, financial institutions, local governments, fisheries-related organizations, and NGOs/NPOs—have joined forces to explore solutions to issues facing society through business co-creation, pursuing approaches that go beyond conventional boundaries.

At Expo 2025 Osaka, Kansai, Japan, we collaborated with the BLUE OCEAN DOME of the Specified Nonprofit Corporation ZERI Japan to showcase a range of initiatives addressing ocean-related challenges and present future-oriented proposals to visitors. Building on this experience, we intend to accelerate our efforts toward our 2030 mission “to lead the world by creating Blue Innovation that balances business viability with public interest.”

Note: For more information about the Blue Ocean Initiative, please visit this website (Japanese only). <https://blueocean-initiative.or.jp/>



dentsu Japan's GHG emission reduction solutions package for marketing

CASE
2

Joint development of a carbon calculator for Japan's advertising industry and release of MIRAI STANDARD SWITCH

Building the foundation for decarbonization across Japan's advertising industry is a priority for dentsu. In 2023, we launched the Decarbonization Initiative for Marketing, a marketing-sector initiative aimed at promoting a Japanese advertising industry standard for the visualization and reduction of greenhouse gas (GHG) emissions. In 2025, together with the Japan Advertising Agencies Association (JAAA), the Japan Ad. Contents Association (JAC), and the Japan Association for the Promotion of Creative Events (JACE), we participated in the joint development of a carbon calculator designed to visualize and calculate the emissions associated with advertising activities, including advertising production and events, with the goal of reducing emissions across Japan's advertising and marketing industry. Through this cross-industry framework, we aim to develop a calculator that can be used by advertising agencies, production companies, and event companies, while establishing transparent standards. Going forward, we intend to validate the tool across different areas of the advertising industry, with the goal of promoting industry-wide standardization and providing solutions to clients. In August 2026, dentsu Japan launched MIRAI STANDARD SWITCH, a solutions package designed to support the reduction of GHG emissions in marketing activities across dentsu Japan.

CASE
3

Hosting the 48th annual Communication Producer Academy (yearly training program for local government, Self-Defense Forces, and other public-sector employees)

The Communication Producer Academy (CP Academy) is a unique, one-year training program offered by Dentsu Inc. for people working in the public sector. This training is provided free of charge, aiming to help participants working on social and regional issues across Japan to apply their learnings in their home organizations after completing the program. CP Academy covers the problem-solving approaches and methods developed through our business activities, as well as communication production, planning, marketing (including digital transformation (DX)), and practical execution skills to support social change.

Since its launch in 1979, the program has produced 446 graduates from across Japan over 47 years (as of March 2026). In 2026, 10 participants are enrolled. Through classroom sessions and on-the-job training provided by a wide range of dentsu employees, participants deepen their learning. At the same time, the program provides dentsu employees with opportunities to gain a better understanding of, and engage with, social and regional issues.



CASE
4

Launch of INOU CREATIVE School, a collaboration with the University of Tokyo to develop uniquely talented creatives

In March 2025, Dentsu Inc. and the University of Tokyo (UTokyo) entered into a partnership agreement with the aim of developing talent capable of translating ideas for solving social issues into practical solutions and launched INOU CREATIVE School. By combining UTokyo’s academic expertise with Dentsu Inc.’s creative capabilities, the program aims to nurture “uniquely talented creatives” who will tackle social issues with fresh approaches.

The first term, which began in July 2025, was themed “Making Tokyo Bay the World’s Most Vibrant Sea.” Through lectures by UTokyo faculty and Dentsu Inc. employees, as well as marine fieldwork, the program offered a hands-on curriculum covering the full process from idea generation to practical implementation.

The program generated innovative project concepts, including environmental improvement initiatives involving new materials and marine product recycling approaches. Efforts are currently underway to assess the feasibility of implementing these concepts.

The second term in 2026, under the theme “Changing the World with Food Innovation from Japan,” aims to address a wide range of food-related challenges through industry-academia collaboration and explore pathways for practical implementation.

Note: For more information about INOU CREATIVE School, please visit this website (Japanese only). <https://inou-creative.com/>



CASE
5

dentsu Sleep Out for Sheltersuit: Expanding support for people experiencing homelessness through industry collaboration

Dentsu Netherlands has hosted the dentsu Sleep Out for Sheltersuit on three occasions to support the Sheltersuit Foundation, an organization dedicated to protecting the lives and dignity of people experiencing homelessness. Through this initiative, dentsu employees and media partners spend a night outdoors in cold weather conditions to raise awareness of the challenges faced by those living without stable shelter, while also raising donations and providing pro bono media space to support the foundation.

Funds raised through this initiative are used to produce the Sheltersuit, a multifunctional windproof and waterproof jacket. The jacket can also be used as a sleeping bag and is distributed to those experiencing homelessness.

In addition, through collaboration with out-of-home media partners including Ocean Outdoor Netherlands, JCDecaux, and Global, we coordinated the provision of digital signage advertising space valued at approximately 500,000 euros on a pro bono basis as part of a cross-industry support initiative. This demonstrates how partnerships and insights into people developed through our business activities can be applied to help address social challenges.