

Sustainable Business Board

Our governance “Sustainable Business Board”

Our ability to consistently drive progress on our strategy relies on having strong governance structures and engaged leadership in place. Our Sustainable Business Board, chaired by Wendy Clark, a Director at Dentsu Group Inc. and Global CEO of Dentsu International, meets four times a year. The Board monitors progress against our strategy and 2030

goals, to assess material risks and opportunities and to ensure social and environmental considerations are integrated into all aspects of our decision making.

We have also strengthened our commitment by linking 500 million GBP of untapped revolving credit to ESG performance, including carbon-reduction targets on Scope 1 and 2 emissions and flight emissions. We also included a target to achieve gender

parity at all levels of our business. From FY2022, progress on our ESG performance will be directly tied to our executive incentive scheme. This has created visibility and sponsorship across the network, and importantly created a mutual understanding around our sustainability journey, the business case for gender equality and the critical need to transition to an inclusive, net-zero economy.



Wendy Clark

Director & Executive Officer,
Dentsu Group Inc.
Global CEO, Dentsu
International Limited



Norihiro Kuretani

Director & Executive Officer,
Dentsu Group Inc.
President & CEO, Dentsu
Japan Network
Representative Director,
President & CEO, Dentsu Inc.



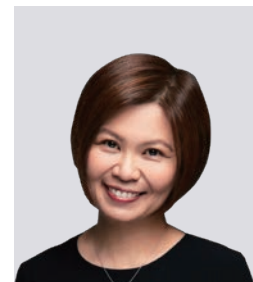
Anna Lungley

Chief Sustainability Officer,
Dentsu International Limited



Hiroshi Igarashi

Representative Director,
President & CEO, Dentsu
Group Inc.



Jean Lin

Executive Officer, Dentsu
Group Inc.



Haruhiko Hirate

Executive Vice President &
CCAO, Dentsu Group Inc.



Kuniko Obinata

Fellow, Collective Impact,
Dentsu Group Inc.
Deputy Executive Producer,
Dentsu Institute