

## Diversity, Equity & Inclusion

### Dentsu Japan Network



The strength of Dentsu Group is the ability of its diverse employees to pitch different perspectives and shape ideas. In order to maximize this strength, the Diversity, Equity & Inclusion (DE&I) team mission is to create a foundation on which everyone can truly demonstrate their potential.

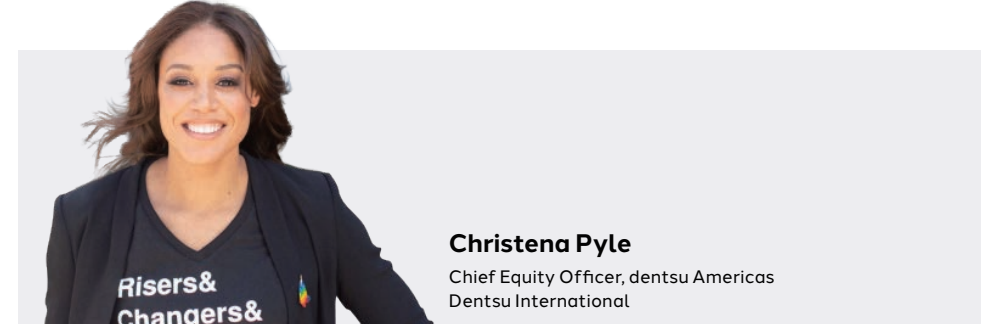
Why is the ratio of female managers low? Why isn't the rate of men taking childcare leave 100%? What is the "quality" of employment of people with disabilities? We will strive to put into effect concrete actions by thoroughly thinking them through one by one. For example, we hold a monthly DE&I seminar at Dentsu Japan Network and hold group discussions after listening to the opinions of the parties. In addition, we will implement our own uniquely developed training on unconscious bias and a program to elevate women into managerial positions.

As a passionate force in promoting DE&I, I value the following three points:

- 1) Imagination: The ability to know the difference between others and oneself and to imagine the other person's living world
- 2) Consideration: The ability not to rush to conclusions and withstand concerns
- 3) Good in front of us: The ability to confront one's present challenges and accepting the required steps to achieve Social Good

I believe that by all of us acquiring these three strengths and engaging in DE&I, we will eventually be able to contribute to the transformation of society.

### Dentsu International



At dentsu, DE&I does not just live in a department; it's threaded through our teams, and our business.

Dentsu International has Chief Equity Officers in each of three regions to drive true progress within regional nuances. DE&I is a priority and a strategy for how we approach solving our clients' toughest business challenges. We build culturally fluent leaders who are ready to lead complex and diverse teams.

We invest in economic empowerment and the sustainability of minority-owned media. We are relentless about representation and building our workforce to reflect society, and we hold our leaders accountable in that mission.

We are committed to being a force for good in the world. We take both a top-down and grassroots approach to our diversity, equity, and inclusion efforts so that DE&I permeates every aspect of our business.

We've made meaningful progress starting with our regional leadership to promote transparency and accountability, drive client impact, and create better business outcomes. We believe that sustainable DE&I requires widening our understanding of inclusion and embedding the practice of inclusive mindsets and behaviors into our daily ways of working.