

Social Responsibility Report

Respect for Human Rights
 Ensuring a Safe and Civilized Working Environment
 Contributing to the Community
 Fair Business Practices (disclosed exclusively on the website)
 Addressing Consumer Issues (disclosed exclusively on the website)

Respect for Human Rights

<Social Issues>

- Human rights violations in communication activities

<The Dentsu Group's Approach>

The Group aspires to enrich the human rights-related aspects of its advertising and business communication activities. To this end, it regularly conducts Group-wide employee training programs designed to provide employees with a sound understanding of human rights, which they can then apply to their work.

We at Dentsu also consider the prevention of harassment and protection of employees' human rights to be important themes in ensuring that employees are able to showcase their individual capabilities.

Human Rights Policy and Systems

The Group is well aware of the impact that communication activities have on society, and carries out human rights awareness promotion activities as part of its Group's Basic Policy on Human Rights Awareness program. As a global company, Dentsu supports the international norms on human rights, including the Universal Declaration of Human Rights and International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

We also develop due diligence processes to identify, prevent, mitigate, and address any negative impact our corporate activities may have on human rights, in accordance with the United Nations' Guiding Principles on Business and Human Rights.

Basic Policy on Human Rights Awareness

1. In advertising communication activities, there shall be no discriminatory expression.
2. Respect for fundamental human rights is the foundation of our existence and the starting point of communication.

Human Rights Promotion System

A Dentsu Group human rights education conference is held twice a year for those in charge of human rights education at the Company, and for human rights education managers at Group companies. In addition to fundamental human rights issues, other topical themes are also covered.

Human Rights Awareness

To increase human rights awareness, the Group runs human rights awareness training programs based on both employee hierarchy and occupational field.

There are also various opportunities to raise awareness of human rights. Textbooks with information on human rights and explanations of their connection to advertising are distributed to employees when they join the Company. The Human Rights College, a site that collects past examples of advertising expressions related to human rights, is posted on the Company's intranet. Further, a newsletter dealing with timely human rights-related topics is distributed within the Group twice a month.

In the area of advertising and human rights, the Group has a permanent consulting contact, to ensure that expressions communicated to the world are appropriate, and to respond to Group-wide inquiries.

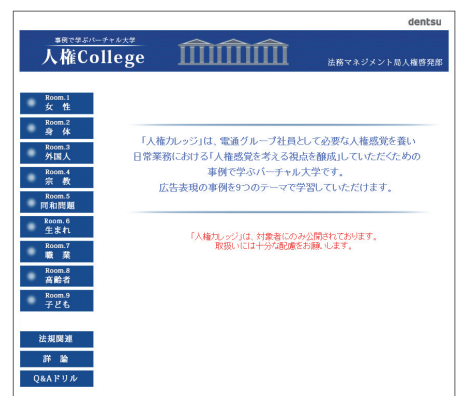
Internal Reporting to Protect Human Rights

We established a contact desk that responds to inquiries from Group employees and allows the identification of possible human rights-related risks associated with the right of expression in advertising. During fiscal 2015, the desk received 63 inquiries. These were handled individually, in a bid both to prevent any recurrence of the issues and to increase human rights awareness.

All harassment-related issues are centralized at the Harassment Counseling Section, which has contact points at Dentsu branches, as well as outside the Company, and provides consultation services. The section coordinates with harassment contacts at each Group company, in a bid to prevent harassment across the Group.

To ensure that employee education prevents both power and sexual harassment at Dentsu offices, we have issued an educational book entitled *STOP! HARASSMENT*. We also hold training sessions tailored to target audiences, including new employees and new managers, and post messages on bulletin boards calling attention to the Company's anti-harassment policy.

In fiscal 2015, there were 49 consultations at the Harassment Counseling Section (FY2014: 53 consultations, FY2013: 50 consultations, FY2012: 47 consultations). These were individually handled so that improvements might be made to the working environment.



Site screen of the Human Rights College

Ensuring a Safe, Civilized Work Environment

<Social Issues>

- Human resources development
- Diversity promotion
- Promotion of work-life balance

<The Dentsu Group's Approach>

It is essential that we maximize and harness all our employees' capabilities if we are to realize a sustainable society. Since we consider people to be our greatest asset, we believe it to be vital that there be an environment in which employees can maintain high morale and motivation, while doing their work enthusiastically. To this end, Dentsu implements measures guaranteeing that capabilities are developed, a work-life balance is achieved, and health- and safety-related structures are in place.

Development of Human Resources

Recognizing that human resources are its greatest asset, the Group provides employees with appropriate capability-developing opportunities and supports employee self-development, in line with each individual's career and the organization's goals.

Human Resources Development Policy

1. New employees undergo training to acquire "mind/action" and "knowledge/skills" capabilities.
2. Staff members are encouraged to develop solution-related expertise, so that they become able to play a central role in their work sections.
3. Leadership and managerial skills training is geared to more senior employees.

Besides training programs and in response to changes in the area of advertising and communications, the Group conducts human resource development programs, including those to develop digital, foreign-language, and cross-cultural communication ability. Thus, for instance, we have the New School personnel development program for high-level directors, which was launched in 2011. Through a repeated cycle of assignments and feedback, the program, taught by top-level in-house lecturers, ensures that a leadership model is passed down.

Moreover, because accurate and sophisticated leadership is required in new areas other than advertising, some sessions are taught by non-Company people who are active in fields such as art, technology, and digital curation.

We also have the Dentsu Management Institute (DMI), geared to strengthening the Group's management capabilities and developing human resources that can provide advanced solutions for management issues and the business challenges of various stakeholders, including clients and media.

Diversity Promotion

Promoting Female Participation

Dentsu helps develop and support the careers of female employees. To maximize the Company's strength, we formulated an action plan to run from January 1, 2015 until December 31, 2019. Through the plan, Dentsu is striving to expand its existing female-friendly work environments so that female participation in the workplace might increase.

Summary of the Action Plan

Goals

1. Increase the ratio of women among new graduate recruits (permanent employees) to at least 35%.
2. Increase the ratio of women among managers to at least 10% by 2020.

Specific efforts

1. Adopt measures to recruit and select female employees.
2. Enhance management skills of managers.
3. Foster career awareness among female employees.
4. Dispel uncertainty over work-family balance (raising children, providing care) by revising current systems and support measures.
5. Redesign work style to encourage greater output, reduce long working hours.

Summary of the Action Plan → <http://www.dentsu.com/csr/workingenvironment/workplaceenvironment.html>

In fiscal 2013, we launched the Female Employees Promotion Project to create a working environment in which temporary leaves of absence will not jeopardize employees' careers. In addition, at an early stage of their careers, women are given ample opportunities to think about their careers at, for example, lunch meetings with senior female employees. This gives them the chance to hear about the experiences of others, and to attend career seminars held by lecturers invited from outside the Company.

In March 2016, Dentsu approved a Declaration on Action put forward by a group of male leaders, who will be instrumental in creating "A Society in Which Women Shine."* This is to be supported by the Gender Equality Bureau of the Cabinet Office. We will promote cross-industry efforts to enable women to shine.

*The declaration was approved by a group of the Company's male leaders, and is supported by the Gender Equality Bureau of the Cabinet Office → <http://www.dentsu.co.jp/news/release/2016/0302-008688.html>



Employing People with Disabilities

As part of its efforts to promote the employment of people with disabilities, in April 2013 the Company established Dentsu Solari, a wholly owned Group company that was designated as a special-purpose subsidiary in November of that year. The employment rate of people with disabilities at three Group companies (Dentsu, Dentsu Works, and Dentsu Solari) is 2.04% (as of June 2016). The Company also employs people with disabilities in account management, as well as in creative and other areas. Along with Dentsu Solari, we are trying to expand their employment opportunities.

Work-friendly Environment

Promoting Work–Life Balance

The Company believes that a fulfilling personal life improves the quality of one’s working life, and that satisfying work increases one’s level of self-fulfillment in life. The object of Dentsu’s work–life balance program, therefore, is to generate synergy between the two.

The most important factor in creating a work-friendly environment is health management. The starting point is the implementation of work-style reform, to increase productivity and efficiency in achieving results. Dentsu has established a special in-house Labor Administration Committee that is developing and implementing programs to reduce overtime and make it easier for employees to take holidays.

A Human Relations Management Department was set up to respond to employee concerns and build employee opinions into the system.

Labor Management

The Group emphasizes the development of good labor–management relations, while striving to maintain and improve a relationship of trust between employees and management by creating regular opportunities for conversations between management and the union. As of January 1, 2016, the number of labor union members was 3,435.

Contributing to the Community

<Social Issues>

- Solving the problems of the local communities through business activities
- Human resources development through improved power of communication
- Activities to tackle global social issues

<The Dentsu Group's Approach>

The Company considers regional communities to be important stakeholders. It contributes to resolving issues and promoting development of regional communities through its business operations, and conducts numerous activities designed to contribute to society. We believe that, as a leader in the sphere of communications, it is our role to build relationships of trust with regional communities.

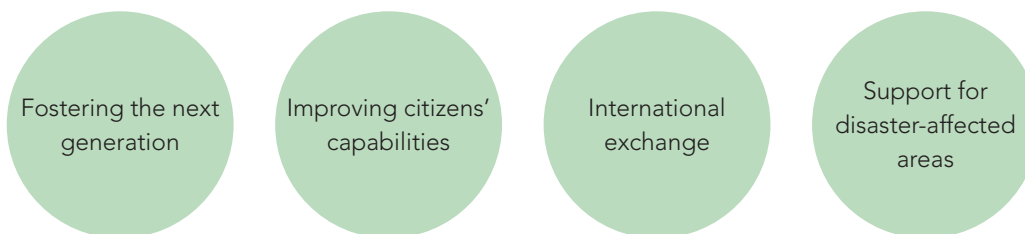
Group Community Activities

As part of its basic policy of "using the power of communication to benefit society," Dentsu's social contribution activities enable people and activities to tackle social issues, leveraging the experience and professional skills that employees have acquired at the Company.

The Company's social contribution activities focus on two themes: "supporting human resources development through improved communication skills" and "supporting activities to tackle international social issues."

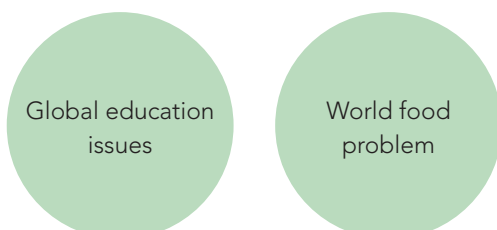
Dentsu collaborates with NPOs and other partner organizations to engage in activities to resolve social issues and to contribute to the development of communities both local and global.

Supporting human resources development through improved communication skills



- Advertising Elementary School
- NPO Organizations: Keys to Communicating
- Dentsu Chinese Advertising Human Resources Development Project
- Participation in 'Michinoku Fukkou Jigyuu Partners

Supporting activities to tackle international social issues



- Support to UNESCO's World Terakoya Movement
- Support to numerous NGOs in connection with the World Food Day

Advertising Elementary School

The Advertising Elementary School was started in 2006 as a project to foster children's communication skills. Over three years, Dentsu developed program materials together with Tokyo Gakugei University. In the classes, children express a theme in 15-second commercial skits. Through this process, the children learn skills such as creative thinking, decision-making, how to express ideas and group problem-solving techniques while having fun.

With the recognition of the importance of developing communication skills becoming widespread in the field of education, use of the program in classes taught by school teachers is increasing, and over 30,000 students at 243 schools across Japan have taken part in this activity as of March 31, 2016.

We are also conducting activities to contribute to the revitalization of regional communities. Thus, in September 2015, at the request of the Iwaki City Board of Education, we provided support to a special class that creates commercial message drama on the subject of "The Beauty of Iwaki that we want to save for the future."

Advertising Elementary School website → <http://www.dentsu.co.jp/komainu/>



The special class for junior high school students in Iwaki City

NPO Support Program: Keys to Communicating

Communications skills are fundamental and essential in order to lead NPOs, increase the number of supporters and collaborators, and engage members in activities. Since 2004 and in cooperation with the Japan NPO Center, the Company has been advancing its *Keys to Communicating* program in such a way as best utilizes each organization's respective specialties. This is helping to improve the communications skills of NPO staff, while Dentsu employees and NPO members serve as presenters at seminars held throughout Japan. As of December 31, 2015, the number of seminars has exceeded 118, with a cumulative total of around 4,700 participants. The program textbook was redesigned in November 2015, and the new publication contains additional materials, including practical tips.



Redesigned textbook

Support for Chinese Advertising Human Resources Development and Contribution to Japan-China Private Sector Exchanges

Since 1996, Dentsu has continuously undertaken activities to support advertising education and human resources development in China. Dentsu holds various programs to respond to needs in the Chinese advertising education field, such as selecting young educators from Chinese universities to train at the Dentsu Head Office, Dentsu Student Advertising Seminars for students studying advertising, the establishment of the Dentsu Innovation Lab, and publications activities.

In January 2015, Dentsu was presented with the Most Valuable Partner Award from the Chinese Ministry of Education for recognition as a global company that has made a particular contribution to Chinese advertising human resources education and Japan-China private sector exchanges. Dentsu received the award for the second consecutive year.



Chinese educators and a lecturer at Dentsu

Michinoku Fukkou Jigyō Partners

Since June 2012, Dentsu has been taking part in the Michinoku Fukkou Jigyō Partners platform, designed to support next-generation leaders engaged in the reconstruction of disaster-affected areas. We work jointly with the ETIC*, an NPO, and six companies (Isuzu Motors, Kao, JCB, Sampo Japan Nipponkoa Insurance, Toshiba, and Benesse Holdings). Dentsu is engaged in reconstruction of disaster-affected areas in the Tohoku region. The Company, for example, conducted a Business Brush-up Program, to enable organizations in the region to contribute to regional revitalization for six consecutive months.

Michinoku Fukkou Jigyō Partners ⇒ <http://www.michinokupartners.jp/>

* ETIC. is an NPO that trains young people to become next-generation, entrepreneurial leaders. It has produced many operational NPOs that will lead future generations. www.etic.or.jp



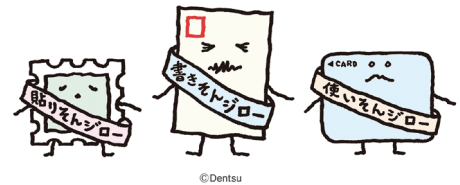
Meeting of the Business Brush-up Program

Tackling International Educational Issues

For 12 years, the Company has been supporting the Kakisonji-hagaki Project, part of UNESCO's World Terakoya Movement. This is a communications-related effort to increase the venues where literacy drives are conducted globally, and is sponsored by the National Federation of UNESCO Associations in Japan. We collect *kakisonji-hagaki* (prepaid postcards that, for some reason, cannot be used), unused stamps, and pre-paid cards to raise funds for the Terakoya Movement.* Following our extension of support for a special website through enhanced communication activities, there was a dramatic 229% year-on-year increase in the number of postcards we collected. This provided a learning opportunity for 80,000 people during the project's run.

Kakisonji-Hagaki Project ⇒ <http://www.unesco.or.jp/terakoya/kakisonji2016/>

* The collection period ran from November 1, 2015 until May 30, 2016.



"Tansu Isan Sankyōdai (three heritage brothers from the drawers)"
From the left
Unused stamp "Harisonjiro"
Unusable prepaid postcards "Kakisonjiro"
Unused prepaid cards "Tsukaisojiro"

Japanese NPOs, NGOs Tackling Global Food Issues

World Food Day is celebrated in October. Organized by 11 NPOs and NGOs, as well as UN agencies, it brings to mind the need to resolve food issues around the globe. Dentsu supports the program's communication activities.

To promote industry-academia collaboration and prompt people to consider the significance of eating, Dentsu together with 11 organizations, the Kanto Gakuin University College of Nutrition, and several artists together produced the song *Gohan Han Han*, which can be found on the Internet. We also experimented with using the program for children. We found that their habits changed favorably and that after singing the song, their pickiness regarding their food declined 13 percentage points. The song enabled us to provide an opportunity for children to consider the significance of eating and the reason it is not good to leave food on one's plate. Since they will be forging the future, initiatives such as these should help increase the number of food-conscious people.

The song, "*Gohan Han Han*," that encourages people to consider the significance of eating ⇒ <http://www.worldfoodday-japan.net/nokomono.php>

Note: The World Food Day organizers: the Africa Japan Forum, WE21 Japan, Oxfam Japan, the Japan Association for International Collaboration of Agriculture and Forestry (JAICAF), Second Harvest Japan, Japan International Food for the Hungry, Hunger Free World, Action for Green Sahel, the Food and Agriculture Organization of the United Nations (FAO).



The singers of the theme song are "DJ Misoshiru and MC Gohan" from the Kagawa Educational Institute of Nutrition and "Keropons" whose song "Ebikanics" has been a big hit with children.