

## Data Summary

### Scope of Implementation

- Dentsu (Group-wide), or non-specified: Dentsu (Parent Company) •Domestic Group: Dentsu Group in Japan
- DAN: Dentsu Aegis Network and its subsidiary •Consolidated: Dentsu, Dentsu Group in Japan and DAN

### ● Governance

	FY2014	FY2015	FY2016	FY2017	FY2018
Directors	12	9	12	12	12
Outside directors (independent officers)	2	3	3	4	4
Ratio of independent outside directors	16.7%	33.3%	25.0%	33.3%	33.3%
Female directors	0	1	1	2	2
Ratio of female directors	0.0%	11.1%	8.3%	16.7%	16.7%
Board of Director meeting attendance rate	95.8%	91.9%	95.4%	96.9%	98.0%
Attendance rate of independent outside directors at Board of Director meetings	89.5%	83.3%	96.1%	96.3%	98.5%

### ● Employment Data (Parent Company only)

#### Number of Employees (Each year-end)

	March 2015	December 2015	December 2016	December 2017	December 2018
Consolidated	43,583	47,324	55,843	60,064	62,608
Parent company	7,348	7,261	6,799	6,927	6,921

#### Average Age of Employees

Total	40.8
Male	42.5
Female	36.9

#### Ratio of Women among Managers

	December 31, 2018	January 1, 2019
Manager	2,127	2,074
Female Manager	178	174
Female Manager Component	8.369%	8.389%

Note: Includes data for those members currently on temporary assignment.

#### Average Number of Consecutive Years Served

Total	14.0
Male	16.0
Female	9.1

#### New Graduates Hired

	April 2015	April 2016	April 2017	April 2018	April 2019
Total	132	144	145	145	141
Male	92	88	82	84	73
Female	40	56	63	61	68
Female Component	30.3%	38.9%	43.4%	42.0%	48.2%

#### Number of Employees by Generation

Under 30 Years Old	1,125
30-39 Years Old	2,327
40-49 Years Old	1,825
50-59 Years Old	1,392
Over 60 Years Old	252
Total	6,921

Note: Includes employees on temporary assignment but does not include those accepted for temporary assignments.

#### Number of New Graduates and Mid-career Personnel Hired

	FY2014	FY2015	FY2016	FY2017	FY2018
Total	167	152	176	244	240
Male	120	108	115	158	158
Female	47	44	61	86	82
Female Component	28.1%	28.9%	34.7%	35.2%	34.2%

## Employee Composition (December 31, 2018)

	Male	Female	Total
Executive officers, others	49	4	53
Managers	1,560	158	1,718
Non-Managers	2,468	1,035	3,503
Contract employees	291	332	623
Clerical staff	0	469	469
Partners / Senior staff	156	40	196
Part-timers, others	40	25	65
Seconded from other entities	188	106	294
Total	4,752	2,169	6,921

Note: 1. "Executive officers, others" includes senior corporate advisors, special advisors, etc. "Part-timers, others" indicates permanent part-timers, non-permanent part-timers and employees of overseas branches.

2. Employees on temporary transfer are excluded.

## ● Work-Life Balance

### Average Number of Paid Vacation Days Taken

	FY2014	FY2015*	FY2016	FY2017	FY2018
Total	10.8	8.4	11.2	12.8	13.2
Male	9.6	7.5	10.2	12.1	12.9
Female	13.8	10.6	13.9	14.5	14
Leave Taken	54.0%	42.0%	56.0%	64.0%	66.2%

### Annual Paid Vacation in Hour Increments Taken (Part of paid vacation days)

	FY2014	FY2015*	FY2016	FY2017	FY2018
Total Hours Taken	49,712	38,275	47,138	49,459	39,085
Total Number of People Taking Leave	14,568	14,308	18,217	19,401	14,605
Number of Hours Taken at One Time	3.4	2.7	2.6	2.5	2.7

Note: Available as part of annual paid leave.

### Employees Taking Childcare Leave, Reinstatement Ratio

	FY2014	FY2015*	FY2016	FY2017	FY2018
Total	60	81	81	106	155
Male	10	15	31	47	102
Female	50	66	50	59	53
Reinstatement ratio	100%	100%	100%	100%	100%

Note: In FY2014, we recounted the number of the employees who took childcare leave in the past and revised the number in conjunction with the reinstatement ratio.

### Total Hours Worked per Year (Per Non-manager Employees)

	FY2014	FY2015*	FY2016	FY2017	FY2018
Total	2,252	2,187	2,166	2,031	1,952

Note: 1. Following the change in the working hours management, the number of actual working hours has been revised from FY2017.  
2. Including management positions from FY2017.

\* Period of data collection: Nine months spanning April–December 2015

## ● Health and Safety

### Health Checkup Rate

	FY2014	FY2015*	FY2016	FY2017	FY2018
Total	99.0	76.1	95.5	96.6	95.4

\*Period of data collection: Nine months spanning April–December 2015

## ● Leveraging Diverse Human Resources Social Contribution Activities

### Employment Rate of People with Disabilities (%)

	June 2015	June 2016	June 2017	June 2018	June 2019
Total	2.01	2.04	2.07	2.14	2.35

### Number of Post-retirement Rehires

	FY2014	FY2015*	FY2016	FY2017	FY2018
Total	55	53	46	51	58
Male	45	44	35	41	53
Female	10	9	11	10	5

### Union Membership Ratio (As of January 1, 2019)

Union membership ratio among all employees (Including Tokyo, Annex, Hamarikyū, Osaka, Kyoto and Nagoya employees)	44.7
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\*Period of data collection: Nine months spanning April–December 2015

## ● Social Contribution Activities

	Dentsu	DAN	Total
Donation(Yen)	664,412,477	143,641,694	808,054,171
Participants in Volunteer activities	513	14,428	14,941
Hours spent participating in Volunteer activities	5,994	72,253	78,247

## ● Employee Engagement Surve

### Survey on the Company and Work

(Unit : %)

	January 2015	January 2016	January 2017	January 2018	January 2019
Q. Have you gained experience and knowledge made possible only by working at Dentsu?	95.1	94.4	93.2	92.3	92.9
Q. Are you proud to work at Dentsu?	88.1	86.8	80.2	78.4	80.0
Q. Going forward, do you want to continue working at Dentsu?	78.5	75.6	73.5	72.1	72.6

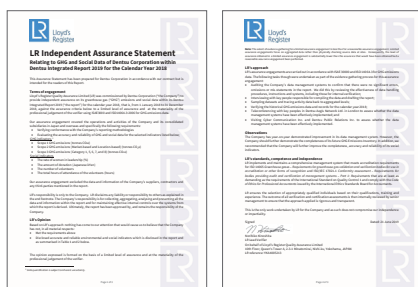
## ● Environmental Performance Data

	FY2016	FY2017	FY2018
CO <sub>2</sub> emissions (tons)	124,698	113,134	113,791
Dentsu (non-consolidated)	30,886	28,991	27,624
Dentsu Group in Japan	18,584	16,443	16,223
DAN (Dentsu Group Overseas)	75,229	67,700	70,045
CO <sub>2</sub> emission intensity (tons per FTE)	2.42	2.11	1.88
Scope 1 (tons)	5,170	5,611	4,981
Dentsu (non-consolidated)	594	452	104
Dentsu Group in Japan	409	417	322
DAN (Dentsu Group Overseas)	4,166	4,742	4,555
Scope 2 (market-based, tons)	55,126	48,573	39,130
Dentsu (non-consolidated)	21,867	20,287	18,868
Dentsu Group in Japan	10,496	8,258	7,645
DAN (Dentsu Group Overseas)	22,762	20,028	12,617
Scope 3 (tons)	64,403	58,949	69,679
1. Purchased goods and services	3,066	2,396	2,087
5. Waste generated in operations	933	1,110	1,627
6. Business travel	57,372	52,603	62,253
7. Employee commuting	3,030	2,841	3,713
Amount of waste (kg)	6,768,018	6,665,499	7,884,635
Dentsu (non-consolidated)	3,224,884	2,884,696	2,196,440
Dentsu Group in Japan	1,292,447	1,444,553	1,550,789
DAN (Dentsu Group Overseas)	2,250,687	2,336,250	4,137,406
Water consumption (m <sup>3</sup> )	853,583	458,786	806,030
Dentsu (non-consolidated)	155,741	133,048	125,331
Dentsu Group in Japan	230,391	143,299	148,063
DAN (Dentsu Group Overseas)	467,451	182,439	532,636

### Scope and Method of Calculation

- Excluding some of Dentsu Group companies
- Based on the calculation standards of WRI (World Resources Institute) GHG Protocol
- For CO<sub>2</sub> emissions, Categories 1, 5, 6, and 7 were calculated for Scope 3
- The volume of waste generated (in kg) is the sum of general waste and industrial waste (including waste oil, waste plastic)
- The volume of water resources used is the sum of municipal water and gray water at the Tokyo Head Office, and the municipal water used at the Kansai Branch Office and Chubu Branch Office.
- For improved accuracy, the values of the previous fiscal years have been revised.

## ● Third-Party Assurance



The rate of women in leadership, the amount of donation, the number of volunteers, and the total hours of attendance of the volunteers, and CO<sub>2</sub> emissions (greenhouse gas emissions) from Dentsu group are verified by Lloyd's Register Quality Assurance Ltd (LRQA)