

ESG Data Summary

Dentsu Group Inc.

Governance data

	2016	2017	2018	2019	2020	2021
Directors	12	12	12	12	12	13
Outside Directors (independent Outside Directors)	3(3)	4(4)	4(4)	4(4)	5(4)	5(5)
Ratio of independent Outside Directors (%)	25.0	33.3	33.3	33.3	33.3	38.5
Female Directors	1	2	2	2	2	3
Ratio of female Directors (%)	8.3	16.7	16.7	16.7	16.7	23.1
Board of Director meeting attendance rate (%)	95.4	96.9	98.0	96.9	95.6*	99.1
Attendance rate of independent Outside Directors at Board of Director meetings (%)	96.1	96.3	98.5	93.8	100.0	98.8

* Attendance rate was 97.8% excluding times when Tim Andree was absent due to illness.

Consolidated data

Social data

Number of employees

	December 2017	December 2018	December 2019	December 2020	December 2021
Total	60,064	62,608	66,400	64,533	64,832

Employees and Managers

As of December 2021

	Total	Male	Female	Female Component(%)
Employees	64,832	33,815	31,017	47.8
Dentsu Group Inc.	195	147	48	24.6
Dentsu Japan Network	19,867	12,822	7,045	35.5
Dentsu International	44,770	20,846	23,924	53.4
Managers	4,939	4,126	807	16.3
Dentsu Group Inc.	42	33	9	21.4
Dentsu Japan Network	4,098	3,572	526	12.8
Dentsu International	799	521	272	34.0

Note: Dentsu International (DI) managerial position totals and female ratio calculations include six people who did not disclose their gender.

Community activities

As of December 2021

	Total	Dentsu Japan Network	Dentsu International
Donations (yen)	1,822,728,018	1,267,443,980	555,284,038*
Participants in volunteer activities	3,624	542	3,082
Hours spent participating in volunteer activities	32,704	11,608	21,096

* Exchange rate: £1= ¥151.1

Environmental performance data

	2018	2019	2020	2021
Scope 1	4,981	4,888	3,540	3,195
Dentsu Japan Network	426	344	355	310
Dentsu International	4,555	4,544	3,185	2,885
Scope 2	39,130	29,074	23,415	20,908
Dentsu Japan Network	26,513	24,202	20,872	19,343
Dentsu International	12,617	4,872	2,543	1,565
Scope 1 + 2	44,111	33,962	26,955	24,103
Dentsu Japan Network	26,939	24,546	21,227	19,653
Dentsu International	17,172	9,416	5,728	4,450
Scope 3	69,680	374,884	55,374	360,324
Category 1	2,087	265,960	25,615	316,082
Dentsu Japan Network	1,311	28,773	25,202	24,284
Dentsu International	776	237,187	413	291,798
Category 3	N/A	8,813	5,481	10,779
Dentsu Japan Network	N/A	6,500	5,481	5,155
Dentsu International	N/A	2,313	N/A	5,624
Category 4	N/A	288	1,856	3,558
Dentsu Japan Network	N/A	0	1,856	2,978
Dentsu International	N/A	288	N/A	580
Category 5	1,627	1,246	1,098	1,207
Dentsu Japan Network	152	424	596	931
Dentsu International	1,475	822	502	276
Category 6	62,253	79,417	16,370	9,909
Dentsu Japan Network	11,631	25,406	4,973	3,055
Dentsu International	50,622	54,011	11,397	6,854
Category 7	3,713	13,660	4,954	14,668
Dentsu Japan Network	3,713	5,049	4,954	2,350
Dentsu International	N/A	8,611	N/A	12,318
Category 13	N/A	3,469	N/A	331
Dentsu International	N/A	3,469	N/A	331
Category 15	N/A	2,031	N/A	3,790
Dentsu International	N/A	2,031	N/A	3,790
CO₂ emissions (Scope 1 + 2 + 3)	113,791	408,846	82,329	384,427

	2018	2019	2020	2021
Amount of waste (kg)	7,884,635	6,456,545	5,270,342	4,469,072
Dentsu Japan Network*	3,747,229	3,246,545	2,706,342	2,893,072
Dentsu International	4,137,406	3,210,000	2,564,000	1,576,000
Waste recycling rate (Dentsu Inc. only)	88.1	85.7	86.2	89.6
Water consumption (m³)	806,030	776,321	497,525	367,482
Dentsu Japan Network	273,394	315,808	213,321	164,712
Dentsu International	532,636	460,513	284,204	202,770

* The figures for Dentsu Japan Network (DJN) include its own buildings (Ginza Building, Fukuoka Building, Kousan 1 Building, Kousan 3 Building, and Sapporo Building).

Scope and Method of Calculation

- Excluding some Dentsu Group companies
- Calculation based on GHG protocol
- Regarding Scope 1 and 2 emissions, for owned buildings, all equity usage is recorded, including tenant usage
- Within CO₂ emissions, Scope 3 is calculated for all categories (1–15), and values for applicable item categories 1, 3, 4, 5, 6, 7, 13 and 15 are listed. (Items that do not apply are not listed)
- From FY2021, the calculation range was expanded (category 1, 3, 4, 13 and 15), accordingly, figures from 2019 (both DJN and DI), the base year of the Medium-term Management Plan, and 2020 figures (DJN) were revised retroactively (LRQA verification is not complete for DJN's 2019 and 2020 retroactive calculations)
- 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

Third-party assurance



The rate of women in leadership, the amount of donations, the number of participants in volunteer activities, the hours spent participating in volunteer activities, and CO₂ emissions (greenhouse gas emissions) from Dentsu Group are verified, and certification is provided (left), by Lloyd's Register Quality Assurance Ltd (LRQA).

Total electricity consumption, amount of renewable energy use, and renewable energy usage rate*

2021	Total electricity consumption (kWh)	Amount of renewable energy use (kWh)	Renewable energy usage rate
Dentsu Group (total)	71,751,938	35,868,409	50.0%

* Calculation based on GHG protocol

Dentsu Inc.

Personnel data

Number of employees

	December 2017	December 2018	December 2019	December 2020	December 2021
Total	6,927	6,921	7,071	6,907	6,578

New graduates hired

	April 2018	April 2019	April 2020	April 2021	April 2022
Total	145	141	122	115	97
Male	84	73	66	63	52
Female	61	68	56	52	45
Female component (%)	42.1	48.2	45.9	45.2	46.4

Career recruitment

(by job position, full-year, permanent employee assignment)

	2017	2018	2019	2020	2021
Total	99	95	68	24	44
Male	76	74	50	18	25
Female	23	21	18	6	19
Female component (%)	23.2	22.1	26.5	25.0	43.2

Employee composition¹

	As of December 2021			
	Male	Female	Total	Ratio (%)
Executive Officers, others ²	32	2	34	0.5
Managers	1,445	166	1,611	24.5
Non-managers	2,169	1,066	3,235	49.2
Contract employees	263	336	599	9.1
Clerical staff	0	468	468	7.1
Partners / senior staff	253	61	314	4.8
Part-timers, others ³	25	25	50	0.8
Seconded from other entities	165	102	267	4.1
Total	4,352	2,226	6,578	100.0

1. Employees on temporary assignments are excluded.

2. Includes Senior Corporate Advisors, Special Advisors, and Executive Officers (excluding Directors and Corporate Auditors).

3. Indicates permanent part-timers, nonpermanent part-timers, and employees of overseas branches.

Average age of employees*

Total	41.5
Male	43.5
Female	37.5

* Full-time employees only

Average number of consecutive years served*

Total	14.5
Male	17.0
Female	9.6

* Full-time employees only

Work-life balance

Average number of paid vacation days taken

	Average days used	Paid holidays	Usage rate (%)
Male	12.4	20	62.0
Female	13.4	20	67.0
Total	12.7	20	63.5

Number of employees utilizing childcare leave, usage rate, ratio of employees who return to work

	Number of users	Number of eligible employees	Usage rate (%)	Ratio of employees who return to work (%)
Male	155	217	71.4	100
Female	50	50	100.0	100

Total hours worked per year*

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total	2,251	2,265	2,252	2,187	2,166	2,032	1,952	1,903	1,838	2,023

* In accordance with working time management changes, since FY2017, the figures for actual time worked have been adopted to calculate total time worked. Management staff are included in these figures.

Talent development

Investment per employee (yen)

Investment	96,748
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Number of employees by age bracket*

Age	Number of people	Ratio (%)
Under 30	1,006	15.3
30-39	2,071	31.5
40-49	1,818	27.6
50-59	1,338	20.3
Over 60	345	5.2
Total	6,578	100.0

* Includes staff from other companies assigned to Dentsu Inc.; excludes staff from Dentsu Inc. dispatched to other companies.

Time for training per employee (hour)

Time for training	33.0
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Leveraging diverse human resources

Employment rate of people with disabilities (%)*

	June 2018	June 2019	June 2020	June 2021	June 2022
Total	2.14	2.35	2.38	2.73	3.13

* Total of four companies under the special subsidiary system (Dentsu Group Inc., Dentsu Solari Inc., Dentsu Inc., and Dentsu Corporate One Inc.), until 2019, three companies combined (Dentsu Inc., Dentsu Solari Inc., and Dentsu Works Inc.)

Number of post-retirement rehires

	2017	2018	2019	2020	2021
Total	51	58	67	96	101
Male	41	53	55	79	80
Female	10	5	12	17	21

Global engagement survey

Engagement score (point)*

Engagement score	68
Employee satisfaction	68
Recommend	67

* The employee satisfaction and the recommend scores are the average scores of the respondents (five-step grades between 0-100). The engagement score is the average of the employee satisfaction and the recommend.

Dentsu Japan Network

New graduates hired

	April 2022
Total	446
Male	238
Female	208
Female component (%)	46.6

Usage rate of vacation days (%)

Total	50.4
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Total hours worked per year

	2021
Total	2,000

Number of employees utilizing childcare leave, number of eligible employees, usage rate

	Number of users	Number of eligible employees	Usage rate (%)
Male	205	465	44.1

Internal reporting: Compliance Line reports (cases)*

	2017	2018	2019	2020	2021
Total	9	24	17	10	6

* Main report content topics include internal harassment, improper treatment, fraud in business operations and misgivings about Company systems.

Number of internal reported complaints (cases)*

	2017	2018	2019	2020	2021
Total	146	183	194	106	136

* In 2021, previous fiscal year figures were recounted.

Dentsu International

Internal reporting: number of "Speak Up!" incident reports (cases)

	2017	2018	2019	2020	2021
Total	12	44	35	43	38

Average age of employees

	As of December 2021
Total	33.1

Average number of consecutive years served

	As of December 2021
Total	3.5

Employees by age (%)

	As of December 2021
Under 30 years of age	38.9
30-39 years of age	37.7
40-49 years of age	16.3
50-59 years of age	6.0
Over 60 years of age	1.1

Ratio of employees by years of service (%)

	As of December 2021
Less than one year	37.1
One to three years	22.7
Three to five years	14.7
Five or more years	25.5