

DEI

Diversity, Equity & Inclusion Report 2023 | dentsu



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Code of Conduct

Our Code of Conduct makes clear that being a force for good starts with each of us. Each person is responsible for upholding our values and our commitments to a respectful, inclusive workplace. We seek to promote well-being, belonging and inclusivity of all of our people across ethnicity, race, gender, sexual orientation, religion, age, neurodiversity, and differing physical abilities. At dentsu, we do not tolerate discrimination in any form in any of our markets.

[> LEARN MORE](#)



Hiroshi Igarashi

President & CEO,
Dentsu Group Inc.

Leadership message

At dentsu, Diversity, Equity, and Inclusion (DEI) is central to our vision, “To be at the forefront of people-centered transformations that shape society”.

We believe that to deliver on our vision we must ensure that we are truly representative of the societies we serve and that our culture embraces inclusivity to drive long term, sustainable outcomes for all and growth for our clients.

It is our responsibility to empower business and societal transformation and in DEI we do this across our five global diversity themes of Gender, Anti-Racism, LGBTQ+, Mental Health and Disability. We have the power to convene and change lives through, media, technology, and education not only for our people, but also our clients and wider society.

Our 2023 report is a celebration of more than 72,000 dentsu colleagues from around the world and the contributions they have made to bring diversity, equity and inclusion to life at dentsu. I would like to thank my colleagues around the world for their un-rivalled commitment to our clients and partners and for joining us on this journey to build a fair and open society.

Regional Leadership

Our regional Chief Equity structure plays a vital role in fostering growth, collaboration and progress. Through their guidance and influence we are shaping policies, creating partnerships, and driving positive change on a global scale.

Christena Pyle

dentsu Americas,
Chief Equity Officer

“I’m a true believer in the power of diversity, equity, inclusion, and belonging and the impact it can have on a company’s culture, values, and business growth. Having a diverse mix of talent who can take on the challenges and opportunities a business faces, now and in the future, is a critical factor in any company’s success and resilience. Inclusive marketing is a business advantage that is positioning brands for the now, the next, and the future. We see enormous growth opportunities in untapped market segments and through our DEI programs, diverse talent, and ecosystem of creative and media partners, we want to make it easier for marketers to build purpose-driven brands that connect culturally while fueling business growth.”

Yuko Kitakaze

dentsu Japan, Chief Sustainability Officer

“Our vision is “to be at the forefront of people-centered transformations that shape society.” We do not aim to achieve social good in a single step, but rather, we place importance on facing the challenges that one person in front of us faces. We accumulate dialogues. Change people’s mindset by creating a system to change behaviors. Expanding our network of like-minded people inside and outside the company. Furthermore, we will solve social issues by combining our strengths in creativity and technology. We will continue striving to change society for the better through people-centered transformations.”

Pauline Miller

dentsu EMEA, Chief Equity Officer

“At dentsu we have the power to shape society to create a more diverse and inclusive world, but this cannot be a solo effort, it requires us to engage every part of our ecosystem to create sustainable progress. Key to this is the work we do with our clients, the many partnership organizations with whom we are proud to work with locally, regionally and globally and most importantly working with the communities that we serve, ensuring our efforts can directly impact society now and in the long term.”

Rashmi Vikram

dentsu APAC
Chief Equity Officer

“We’re all a story away from being friends. But in order to share these experiences that make us who we are, we need workspaces to also be safe spaces that allow us to be vulnerable, authentic and wholly ourselves. It is this culture of safety and inclusiveness we seek to build at dentsu – one that allows us to recognize our differences and celebrate our diversity as individuals, while enabling us to come together to create work that we’re proud to put out in the world, for our clients and partners.”

Our Approach

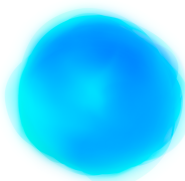
Belonging belongs to everyone. That genuine feeling unlocks possibility, innovation, and creativity like never before.

At dentsu, we are committed to a workplace where everyone can thrive across all ability levels, and a culture that realizes the power in our differences.

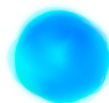
We don't just talk the talk. Our DEI approach is grounded in our people, data-driven insights and best practices. We conduct comprehensive assessments to understand our organization's current state, identifying areas for improvement and creating a tailored roadmap to achieve our aspirational goals. We are focused on top-down accountability and empowering employee-led efforts, both of which drive action and tangible change in our business.

We have four pillars that drive our theory of change, and a clear set of global principles that govern how we operate as a business. Supporting our people is paramount, that's why we invest in career growth through partnerships and programs, aim to increase cultural fluency, and celebrate and empower through our employee networks. We also shape our business practices to drive lasting change through our supplier choices and inclusive business practices.

Our Four Pillars . Theory of Change



Our Transparency and Accountability journey is an ongoing effort. It starts with public commitments and aspirational goals that measure our inclusion's impact. We use those goals to track leadership performance and create a culture of diversity and belonging at dentsu. In this report, we strive to share openly - even vulnerably - in service of our people, our clients, and as citizens of the advertising community.



We keep Representation and Sponsorship at the center of our people strategy. We believe diverse teams deliver innovation, disruption, creativity, and new and different thinking. This in turn, advances our collective consciousness and delivers excitement for an evolving consumer.



We develop, grow, and build cultural fluency and awareness by living our values of Education and Continuous Learning. Our rich talent programs accelerate leadership, developing new managers, elevating high potential talent, and advancing skills needed for the future.



Creating lasting impact on behalf of our Clients and within the Communities we serve is our greatest ambition. We strive for diverse teams, inclusive culture, and best opportunities provided to our people so the work we put out in the world reflects and resonates with all consumers.

Transparency & Accountability are essential pillars in fostering inclusive organizations and communities. That's why DEI remains a board-level priority for dentsu. We continue to be forthcoming about our aspirational goals, global strategies, and progress toward achieving a society free from inequalities and discrimination.

Our Progress Transparency & Accountability

Fabio Roncal Sanchez | Creative Lead | dentsu - Czech Republic

Our progress

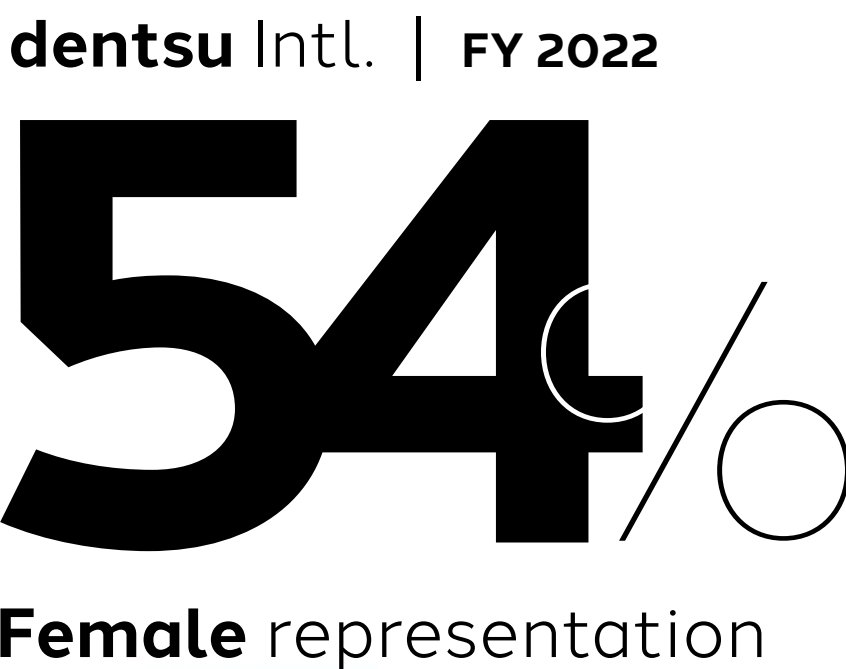
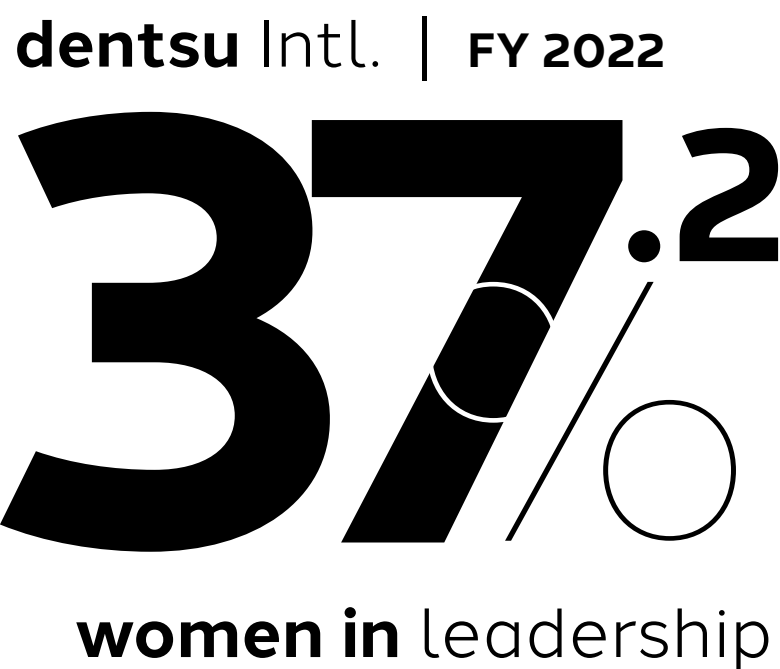
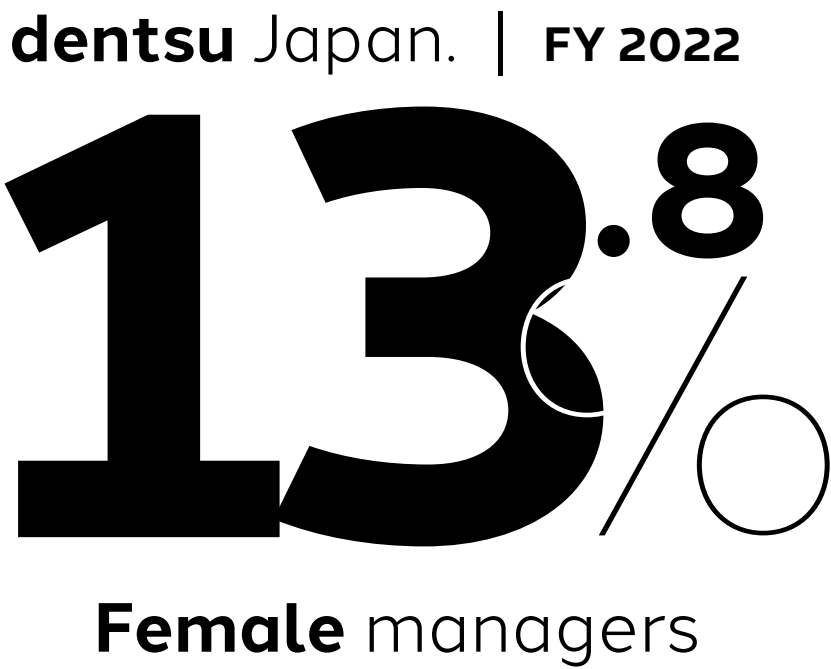
Transparency
& Accountability:

Global

The DEI journey is an ongoing process that requires continuous effort and accountability to achieve progress. We continue to hold ourselves accountable by tracking representation at all levels of the organization. We aspire to attract and develop a diverse and talented workforce to meet the needs of our clients and their customers.

Collectively, we plan to make progress towards our aspirational goals over time through our talent strategy that supports inclusion. At no point do these aspirations mean that individual employment decisions (e.g., hiring, promotions, assignment planning, retention) may ever be made on the basis of race, gender, ethnicity, nor any immutable characteristic, nor may they be considered as a positive or negative factor in the employment decision. Nor are these aspirations a mandate. The purpose of our aspirations is to ensure equal employment opportunities for all applicants and employees. We will always comply with applicable law in employment decisions and train our decision makers to do the same.

In 2022, we achieved 13.8% female managers in Japan. In other markets 37% of our leaders are now female, with 43% female representation in leadership in the Americas.



12.8% FY 2021
N/A FY 2020
11.2% FY 2019

34% FY 2021
34.7% FY 2020
31.9% FY 2019

53.4% FY 2021
53.1% FY 2020
53.9% FY 2019

Disclosures:
1. Data as of December 31, 2022, based on dentsu 2023 Integrated Report and ESG Databook Disclosures. Some historical numbers may be unavailable due to changes made within dentsu's organization over time.
2. The policy of dentsu is to seek and employ people with skill and integrity and to provide them with the means to develop professionally, without regard to race, color, religion, creed, citizenship, national origin, age, sex, gender, pregnancy, gender identity or expression, sexual orientation, marital status, disability (including neurodiversity), genetic information, veteran status, or any other legally protected basis, in accordance with applicable law.

Our progress

Transparency
& Accountability:

Market

Recognizing the importance of progressing representation beyond gender, in the US, we achieved 31% BIPOC (Black, Indigenous and people of color) representation among our employees in 2022.

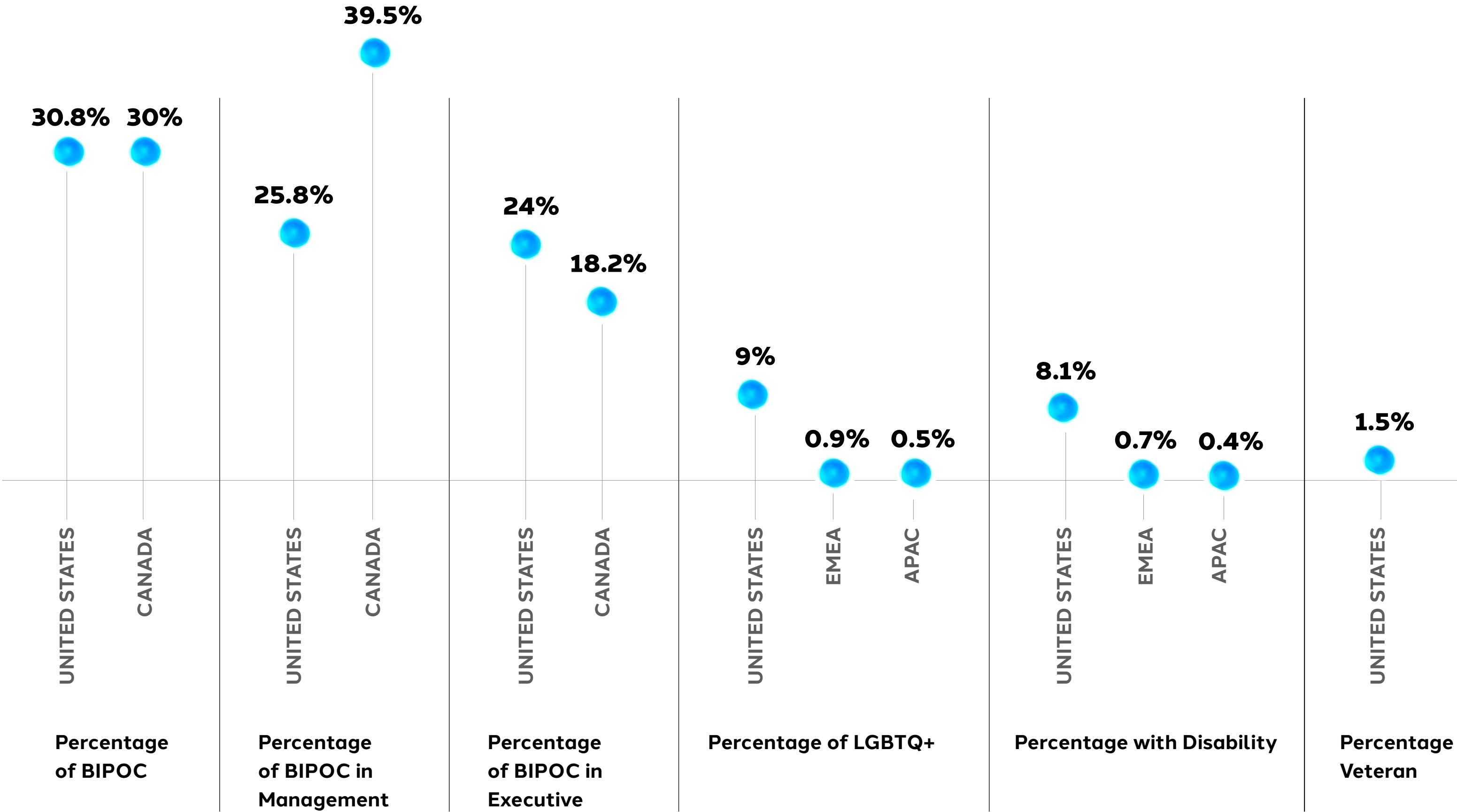
Disclosures:

1. Data is based on geographical location. Dentsu's regional designations are as follows: Americas includes 7 countries, APAC includes 15 countries (does not include Japan), EMEA includes 41 countries.

2. Data as of December 31, 2022. U.S. and Canada BIPOC data is not audited by a third-party. Some historical numbers may vary due to changes made within dentsu's organization over time.

3. In this report, we are using the acronym BIPOC, referring to Black, Indigenous and Person of Color. We recognize this term is specific to the U.S. and that the way everyone describes their identities is personal.

4. We use these race and ethnicity categories to align with the standard categories defined by the United States government and we maintain this tracking to ensure alignment in our EEO reporting and other widely accepted benchmarks, however, we recognize that offering only these categories is limiting and are continuing to evaluate additional ethnic categories to ensure our employees can identify in a way that most accurately represents their ethnicity.



Our progress

<p>Dentsu Recognized as Innovation Team of the Year by CAMA</p> <p>At the 2022 China Advertising Marketing Awards (CAMA), dentsu Z has been awarded Innovation Team of the Year, an award recognizing the agency's in-house team with innovative expertise that has tackled and fulfilled our clients' needs as a trailblazer. Through Dentsu Z, we not only address modern needs for our clients, but also foster a healthy youth culture in our creative industry.</p>	<p>Dentsu Group Endorses Business for Marriage Equality in Japan</p> <p>By endorsing BME, which promotes marriage equality (legalization of same-sex marriage) in Japan, we express our intention as a company to further extend fair support, including personnel systems and benefits to all group company employees.</p>	<p>Dentsu Recognized as a Global Good Company of the Year</p> <p>Dentsu International has won the Bronze Award for Global Good Company of the Year 2022 at a recently held ceremony in London, UK. The organization was recognized for driving its expansive Social Impact strategy across 145 countries and was the only marketing and advertising services business to claim an award.</p>	<p>Dentsu named a top Performer by the Leadership Council on Legal Diversity</p> <p>Dentsu has been named a Top Performer by the Leadership Council on Legal Diversity (LCLD), recognizing those law firms and corporations showing a strong commitment to building more diverse organizations and a more inclusive legal profession.</p>	<p>Stonewall Top 100 Employer January 2023 (also 2020, 2021,)</p> <p>In recognition of commitment and actions for inclusion of LGBTQ+ people in the workplace, dentsu UK maintained position as a Stonewall Top 100 Employer, and is the highest placed media group on the rigorous list.</p>	<p>Dentsu Creative's 'Scrolling Therapy' wins Cannes Lions Grand Prix in Europharma</p> <p>Dentsu Creative's 'Scrolling Therapy' app won the Pharma Grand Prix at the Cannes Lions International Festival of Creativity. Created in partnership with Brazilian pharmaceutical company EuroPharma, the campaign also won a Bronze for Brand Experience & Activation, a Bronze for Mobile Lions and Silver for Social & Influencer Lions.</p>
<p>2022</p>	<p>October 2022</p>	<p>October 2022</p>	<p>October 2022</p>	<p>January 2023</p>	<p>June 2023</p>
	<p>July 2023</p>	<p>July 2023</p>	<p>September 2023</p>	<p>October 2023</p>	<p>November 2023</p>
	<p>Dentsu named Disability IN's Best Place to Work for disability inclusion. Dentsu is partnering with Disability:IN to create long-term business and social impact through the world's most comprehensive disability inclusion benchmarking and reporting tool, the Disability Equality Index (DEI).</p> <p>Dentsu named Disability IN's Best Place to Work for disability inclusion Disability Equality Index</p>	<p>Dentsu UK was awarded a Silver Award at Mind's seventh annual Workplace Wellbeing Index ceremony. The Silver award is given to employers who have made demonstrable achievements in promoting staff mental health and who have demonstrated progress and impact to staff mental health over time.</p> <p>Dentsu Achieves Silver at Mind's Workplace Wellbeing Awards</p>	<p>For the fourth consecutive year, Working Families has awarded dentsu a place on its prestigious list of the top family-friendly employers in the UK. Employers were assessed using Working Families' Benchmark and were scored on four key areas to build a comprehensive picture of their flexible and family-friendly policies and practices that specifically support parents and carers.</p> <p>Top 30 Company for Working Families, 2023 (also 2019, 2020, 2021, 2022)</p>	<p>Dentsu Media Americas received the 2023 NABOB & Power of Urban Radio National Service Award in recognition of the organization's contributions to create equity within the Black-owned media ecosystem.</p> <p>Denstu recognized for Economic Empowerment in Media</p>	<p>Dentsu Group Inc. was awarded "Gold" for the second year in a row, also awarded "Rainbow" for the first time."Rainbow" is only given to a company which publicly express support as a company for the implementation of LGBTQ+ legislation in Japan, and companies that promote collective impact initiatives.</p> <p>Dentsu Group Inc. received "Gold" and "Rainbow" rating in the wWP "PRIDE index."</p>

Our Milestones

We have been recognized globally for our continued commitment to Diversity, Equity & Inclusion

Diversity is the future of our workforce and our company.

This means actively recognizing and embracing unique perspectives, backgrounds, and experiences that our people bring to the business. By championing representation, we create opportunities and visibility for our talent from across the globe.

Through our established resource groups and councils, we are working to provide a platform that empowers our people to foster change in society and create a workplace that values and celebrates the richness of our people. Ultimately by prioritizing our representation and sponsorship we are fostering a fairer and equitable society for all.

Our People Representation & Sponsorship

Chishimba Musonda | Media Director | dentsu - Zambia

Our people

Building
Community
& **Championing
Culture**

**Gender
Equality**

We champion a gender-equal and inclusive society through game-changing campaigns that not only focus on women’s empowerment, but also address critical issues around women owned business and professional pathways. Some examples of dentsu’s campaigns, programs and partnerships that underpin the importance of women empowerment include the following:



Left to Right:
Andrea Terrassa,
Chief Operating
Officer, dentsu
International Americas
Abby Klaassen,
CEO Dentsu Creative, U.S.
Phil Gaughran,
Americas Corporate
Strategy Officer
and Global Creative
Strategy Officer

**OWN-IT
(Outstanding Women Network Innovate & Thrive)**

This one-of-a-kind fellowship program connects corporate executives and female founders, fostering industry mentorship and creating access to opportunities across our network.

**Womxn
Who**

This fiercely progressive podcast series features bright, inspiring womxn, driving research, thought leadership, and intersectional understanding.

This group develops products to revitalize the market and expand awareness of SRHR (sexual and reproductive health rights) in Japan.



**Women’s Employee
and Business
Resource +
Empowering Group**

This collective ensures an enthusiastic workplace for female employees through group discussions, surveys, and events with management.

**Women in Tech
(WIT)**

This program is aimed at talent acquisition and retention, bridging the gap in our technology spaces.

The Allyship Code

This dentsu code layouts guidelines advising individuals on how to become a better ally to women in the workplace.

Our people

Building
Community
& **Championing
Culture**

Amplifying
voices

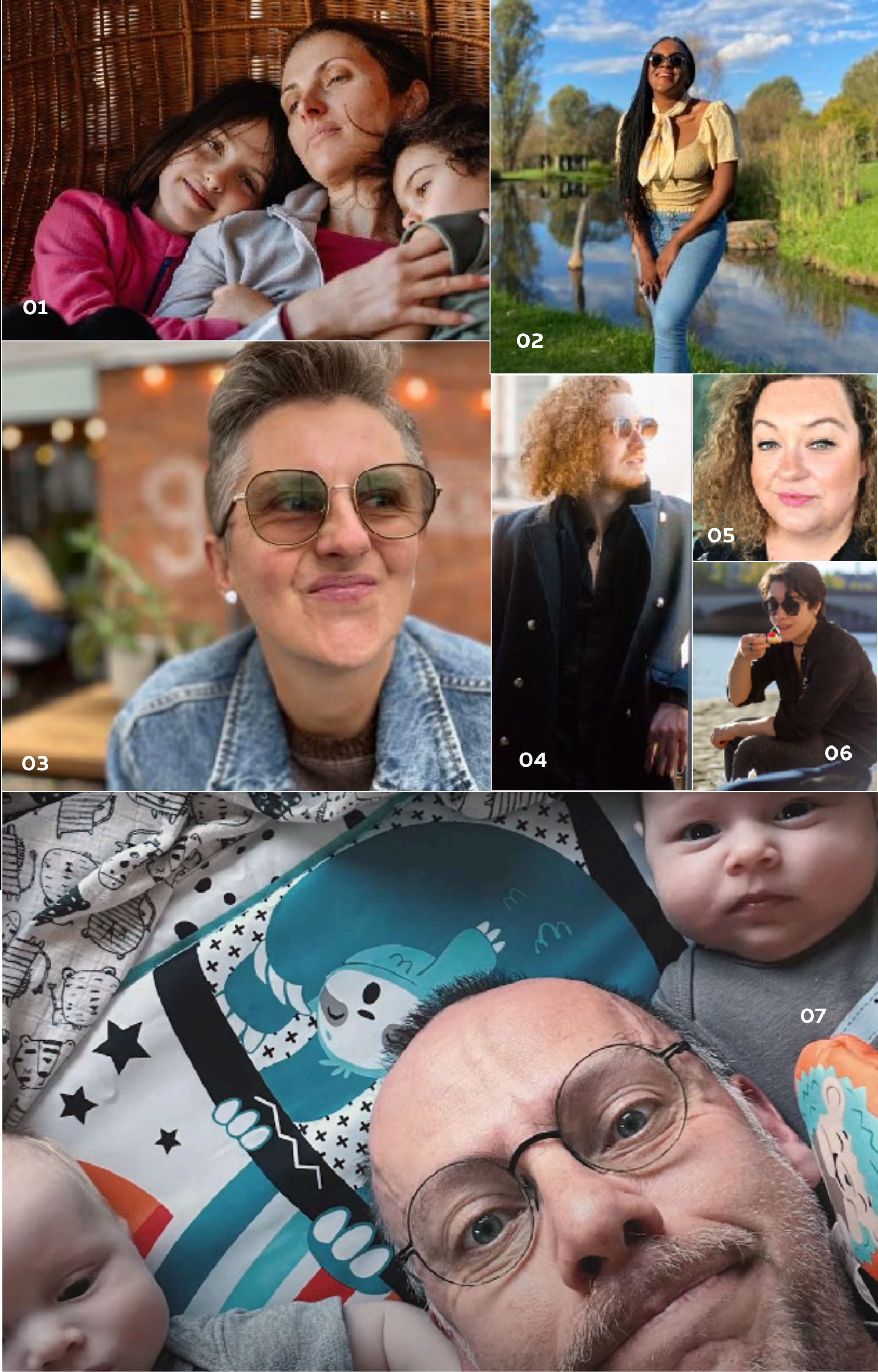


Launched in EMEA on International Women’s Day 2023, Visible Voices comes in the form of short films that provides extraordinary dentsu people with the opportunity to tell their personal stories while raising awareness of societal, political and workplace challenges. The campaign invites people in to ‘walk a mile’ in the shoes of another. This year the films were showcased during Women’s History and Pride months and was shortlisted for Marketing Campaign of the Year in European Diversity Awards.

**International
Women’s Day 2023**
> LEARN MORE

Visible Voices > PRIDE 2023
> LEARN MORE

CAMPAIGN PARTICIPANTS
01 Oksana Stekhina - Network Director, Global iProspect and Chief Business Development Officer dentsu Ukraine
02 Chishimba Musonda - Media Director, dentsu Zambia.
03 Mania Kostrzewska - Client Partner and Diversity Director CEE, dentsu Poland
04 Kyle Taylor - Digital Designer, Merkle UK
05 Simona Kullmer, Director Integrated Client Solutions, DACH
06 Alex Avallone, BI Developer, Merkle UK
07 Maurizio Nasi - Chief Strategy Officer, Dentsu Italy



Our people

Building
Community
& Championing
Culture

LGBTQ+
inclusion

We believe that supporting our LGBTQ+ employees is crucial to fostering a society that embraces diversity, promotes equality and celebrates the rights and identities of all individuals. Some examples of our efforts are as follows:

Coming Out Guide

To support our LGBTQ+ employees, we created a guide designed to support employees who are coming out, considering coming out or are already out and looking for available resources.



work with Pride (wwP)

In Japan, Dentsu Group Inc. received Gold and Rainbow in the PRIDE Index by “work with Pride.”



Dentsu & Friends

The Dentsu & Friends campaign is intended to be simple and symbolic using the rainbow colours and their significance in the global LGTBQ+ movement to rally like-minded brands to stand in unity under the rainbow flag to deliver a shared stance/message rather than competing for share of voice during Pride month. Launched in Italy, this campaign has expanded to Bulgaria, Croatia, Romania, and the UK reaching close to 20 million people across these key markets.

Dentsu pride NXT SPACE

During Pride Month, dentsu Americas hosted Pride in the Metaverse to share healthcare resources, build community, and host events



Pride across our markets

dentsu Americas hosted Pride in the Metaverse to share healthcare resources, build community, and host events tailored to the LGBTQ+ community.

dentsu Singapore launched its LGBTQ+ ERG earlier this year, in line with its commitment to drive DEI practices across the market.

dentsu DACH developed the LGBTQ+ Tone of Voice to establish a standard, inclusive tonality for the LGBTQ+ community in the DACH region.

Our **UK&I LGBTQ + ERG** and **Allies network** and the **Americas Pride BRG** built on the existing "Transitioning at Work" policy to create a Coming out at dentsu guide.

dentsu Czech Republic participated in Fun & Run, a family-friendly sports event against discrimination of LGBTQ+ people and people with HIV.

dentsu Media Singapore and **dentsu Creative India** participated in the “Walk In Our Shoes” initiative to help allies develop a deeper understand of the LGBTQ+ community’s lived experiences.

dentsu Czech Republic hosted a Pride Art Therapy, where employees made rainbow t-shirts in celebration of Pride month. § **dentsu Japan** launched “meets dentsu LGBTQ+,” an LGBTQ+ and ally community.

dentsu Hungary launched round table discussions around LGBTQ+ issues.

dentsu Japan launched “meets dentsu LGBTQ+,” an LGBTQ+ and ally community.

dentsu Japan published series of juvenile books to understand LGBTQ+. Total of over 15,000 copies published in the first year.

Our people

Building
Community
& **Championing
Culture**

Multicultural
inclusion

In our quest to advance representation, we work to create an environment where individuals from different cultures and backgrounds feel validated. We recognize that by fostering multicultural inclusion we can break down barriers and build a sense of belonging.



**BEWOP (Black
Enterprise Women of
Power)**

Dentsu supported this year's BEWOP Summit, a professional leadership conference designed especially for executive women of color. This event brought together 28 dentsu attendees from across both Canada and the U.S.

Dentsu Canada's Anti-Racism Action Team



alongside other Multicultural BRGs and identity groups, operates as a task force. With every dentsu Canada agency and every function represented, working together on actionable items to support anti-racism.

WEF



Partnering for Racial Justice in Business (Founding Member): This global coalition unites organizations and their C-suite leaders. Together, they are committed to leveraging individual and collective power, to building equitable and just workplaces for professionals with under-represented racial and ethnic identities.



Americas BRG Leadership Members

Our people

Building Community & Championing Culture

Disability inclusion

Disability inclusion means creating an accessible and inclusive society, where everyone recognizes the unique values and perspectives that varying abilities bring to our work.

“I believe DEI can only be realized through dialogue between people. Sharing my own experiences, disabilities and cancer, can help others and can also be healing to myself.”

Ai Takata
Solution Planner
dentsu Japan | DENTSU INC.



Sheeba Wheeler
Associate Manager
Marketing & Comms
Dentsu Creative & Disability
BRG Leader



Disability:IN

Dentsu is partnering with Disability:IN to create long-term business and social impact through the world’s most comprehensive disability inclusion benchmarking and reporting tool, the Disability Equality Index (DEI).

GAP MIKKE



Developed by DENTSU Diversity Lab in Japan, GAP MIKKE is a tool to help identify problems in daily life based on characteristics of developmental disorders. A recent study with parents of children diagnosed with developmental disabilities demonstrated this tool's effectiveness, illuminating differences in perspectives between parents and child.



Dentsu joined the Valuable 500 alongside 500 global companies to accelerate inclusion for one in five people living with a disability. In 2023, we committed to report on progress towards Disability Inclusion KPIs.

Inclusive design

Inclusive design is a human-centered design process that embraces diversity from end-to-end. It considers the full range of human diversity with respect to ability, language, culture, gender, age, and other forms of human difference. Spearheaded by our team in Singapore, we are embracing inclusive design by expanding our target audience to people who are often excluded and involving them in the design process. While this is not limited to people with disabilities, some of the most striking examples focus on this community, forming a clear business case for inclusion.



Lydia Ng
Director of Growth
Marketing,
dentsu APAC &
Neurodiversity
BRG co-lead

Neurodiversity BRG

Dentsu APACs Neurodiversity BRG has hosted a series of sessions aimed at understanding neurodiversity and disability in the workplace, in partnership with the international consultancy, Genius Within.

Our people

Building
Community
& **Championing
Culture**

Health &
wellness

Our business and our employees' wellness are inherently interconnected. To prioritize and support mental and physical health, we listen, educate, and provide resources, including health discounts, counseling services and supportive people leadership.

Regional Initiatives

In Japan, we launched the Mental Health Lab, an employee community catalyzed by volunteers studying or adept in mental health who hold in-house peer groups. Employees in Japan also launched Lavender Café, a peer support group for people who have experienced or are experiencing cancer.

In the U.S. we partnered with Fast Forward to deliver a Bold Vision workshop for Mental Health, aimed at challenge limiting beliefs and gaining clarity and focus for the future.

In the UK, dentsu hosted a Wellness Day; in Singapore, we launched Zen Den; and our team in Germany provided more than 2,000 German-speaking employees access to health and women's advancement during Female Health Week.

Mental Health First Aiders

dentsu's Mental Health First Aider (MHFA) program is a global training program that shares knowledge and skills to support employees, friends or family members experiencing a mental health problem or crisis. The program is currently active across nine markets



**Supporting Employees
Mental Health**

Mental health matters in the workplace. This e-book demonstrates best practices in collaborating between organizational leadership, mental health professionals and DEI practitioners for positive outcomes.

World Mental Health Day

Our employee health and wellbeing is our highest priority. To support this, we have introduced Global Wellness Days, that are available to all dentsu employees across the globe, where employees can use these wellness days to support their own wellbeing.

**Every Mind Matters
training program**

Designed to support employees as a modern leader, learn and be skilled in mental health within the workplace. During this two-part program vital skills and tools are shared to help support teams as well as personal mental wellbeing.

Forward Movement Fridays

A monthly group coaching program available for employees over a 6-month long period, offered twice a year. This global program touted 50 participants in 2023.



Jas Singh
Campaign Management
Group Lead Merkle &
Wellness BRG Lead

Our people

Building
Community
& **Championing
Culture**

Age
inclusion

We know that a multigenerational workforce combines wisdom and experience with fresh perspectives. We are committed to providing our people with resources, communities and learning opportunities that cover all ages and stages of our employees’ careers.

Tackling Ageism



Dentsu is the first UK advertising network to partner with 55/Redefined to tackle ageism and improve representation of over 50-year-olds in the advertising industry. For our dedication to creating a wholly inclusive workforce, we received two marks of recognition for “Age Inclusive” and “Age Friendly” work policies—supporting the over 50 demographic to live longer, more fulfilling lives and promote age inclusivity in the workplace.

Over 50s Learners Program

We launched this educational initiative to foster continuous learning and all-age belonging.

Empowering Young Professionals

Dentsu Japan’s Youth Lab “Wakamon” engages in planning and creative activities for Generation Z to collaborate in designing their future.

Supporting Parenting & Caretakers

In Japan, dentsu operates Mom Lab, focusing on mothers capturing family-related insights and data for business success. The initiative has been active since 2008.

In the U.K., we rolled out a new fertility policy and expanded parental leave and enhanced benefits. Our commitment to working parents got us on the 2023 Best Practice Awards shortlist for “Best for Parents and Eldercare” and “Best Family Network.”



Slawomir Stepniewski
CEO Poland and CEE
dentsu EMEA

Embracing diversity paves the path for solutions that better our society. By fostering inclusive business practices and valuing the diversity of our people we are bringing together unique perspectives and ideas that have the power to do good.

DEI Solutions powered by our people

Mihoko Hotta | Sustainability Business Designer dentsu Japan | DENTSU INC.

Powered by **our people**

Internal DEI Councils & Committees

We are powered by thought leaders and innovators across our network. Our internal councils bring top talent together to foster innovation and design bespoke DEI solutions for our clients.



dentsu Regional Chief Equity Officers

Creative Review Council

This community of over 100 hand raisers across Dentsu Creative and our Americas BRGs bring life experience and professional expertise to inform creative and strategic outputs. The council has representation across the U.S., Canada and Brazil and supports client campaigns through exercises in cultural fluency and multicultural insights.

Inclusive Business Advisory Council

We are dedicated to a holistic approach for inclusive business practices. The IBAC’s cross-functional team—senior leaders across dentsu, representing all aspects of our value chain in the U.S. and Canada —helps embed these commitments into daily work and marketplace decisions. Our council powers the following inclusive business solutions: Supplier Diversity, Economic Empowerment, Cultural Fluency, Unbiasing Data and Content Solutions.

Internal Advisory Council

Supported by executive sponsors across APAC, these councils comprised of passionate individuals across markets in the region. The IAC focuses on key areas of awareness and inclusion – namely Gender Equality, LGBTQ+ inclusion, Disability inclusion, Neurodiversity inclusion, Racial Equality and Mental Health & Wellbeing across our markets.

Powered by **our people**

Over the past year our teams have pioneered projects on unbiasing data and establishing ethical AI business practices. By seeking to eliminate discrimination in technology-based decision making, our people are helping create a more level playing field that can be applied to all areas of the business from Marketing to HR.

Un-biasing **Data**

This on-going project in Canada tackles four major issues in our use of data in marketing: unbiasing segmentation; buying algorithms; ethical AI and inclusive CX. We are working with major industry bodies to evolve our dentsu playbooks into new Canadian industry standards.

Our efforts are in alignment with dentsu Good and Social Partners and Stakeholders and rely on automated tooling developed for inspecting CCS segments on bias. Since the inception of the program, there have been 100+ hours of workshops and educational

sessions given, 350+ marketing leaders in Canada’s industry engaged, and 3,000+ dentsu colleagues influenced.



Ethical **A.I**

At dentsu, we are committed to working with partners whose data and AI Artificial Intelligence ethics and practices meet our own standards. As such, we are working to establish internal guidelines and best practices to ensure our use of artificial intelligence respects fundamental values, such as individual rights, privacy, non-discrimination and non-manipulation.

Cultural Fluency

With cultural fluency at the core, our goal in the Americas is to reframe assumptions about how people see themselves - and each other - through the work that we put out in the world. Our Cultural Fluency practice is the way forward to understanding nuanced stories that define diverse groups of people. And telling those stories at scale.

Our practice is guided by **three core tenants:**

01

Intersectionality

A view of the full person; understanding the complex mix of identities that make people who they are. (my race / ethnicity / age / gender identity / sexual orientation / socioeconomic status / (dis)ability / immigration status / education / language)

02

Counter-Stereotyping

Actively and intentionally flipping stereotypical narratives vs. merely avoiding them to reduce bias.

03

Nuances

Identifying the “small things”—the artifacts and in-betweens, the codes, environments, language of identity, and subcultures.

We dive deep into the tenets of cultural fluency, look at real-world examples, discuss cultural moments, and figure out where our internal or external clients are on the journey to solve for what’s next.

Powered by **our people**

Diversifying our Supply Chain

Supplier Diversity

Partnering with leading organizations allows us to take a holistic approach in promoting fair business practices. We work to address the disparities faced by underrepresented business owners and to increase access to contract opportunities within the marketing and advertising industry. We accomplish this by fostering an inclusive process that provides opportunities for diverse owned businesses to participate as partners for goods or services across our network.

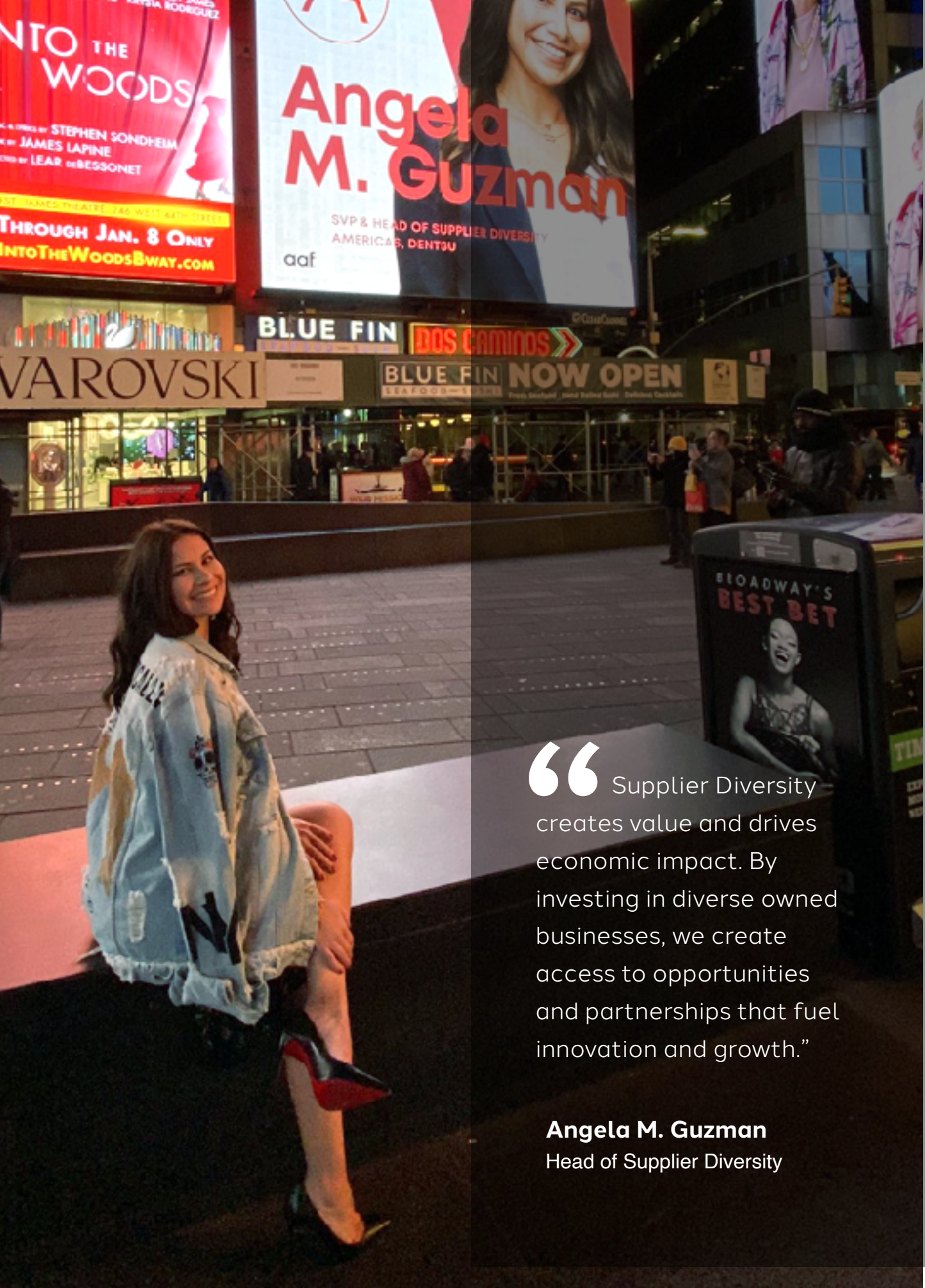
> REGISTER TO DO BUSINESS



Economic Empowerment

Our Economic Empowerment practice is an innovative solution that is aimed at combating inequities in the media supply chain and increasing the investment in DEI. By understanding that the media decisions we make have an impact far beyond the buy and sponsorship opportunities, the offering is a full-funnel approach for clients to implement systemic change to their overall diverse-owned and dedicated media investments. Investing in diverse owned properties empowers communities, increases representation, and has the power to build wealth for owners who have been under-represented and disenfranchised. We engage beyond the investment teams connecting with strategy, planning, research, and analytics to propel strategic changes that will remove barriers to access, evaluation, and measurement. This is a two-way conversation with our partners as we work together find to better ways increase opportunities and capacity for our diverse owned and targeted vendors and deliver on our mantra of being champions for meaningful progress.

> REGISTER TO DO BUSINESS (MEDIA)



“Supplier Diversity creates value and drives economic impact. By investing in diverse owned businesses, we create access to opportunities and partnerships that fuel innovation and growth.”

Angela M. Guzman
Head of Supplier Diversity

Powered by **our people**

Impact & Empowerment



More Than That with Gia Peppers on REVOLT TV

Building on the success of three radio show seasons that resulted in \$12M invested into Black-owned media, More Than That with Gia Peppers expanded beyond radio to launch a four-part limited broadcast series on REVOLT, the leading Black-owned multimedia company. Produced by G-Factor Films, the program elevates conversations impacting Black America, exploring a wide range of topics that inspire and engage diverse communities. The episodes are funded and sponsored by dentsu U.S. media clients, and some of today’s top marketers, including Kroger, a founding sponsor that has supported all previous radio seasons of More Than That with Gia Peppers.



Partner Spotlights

G-Factor Films is a multicultural strategy and brand storytelling collective featuring a host of talented creatives. The company’s unique point of differentiation is their team: A small and nimble core group that includes creative director/executive producer, copywriter, strategist, client services, director, editor, casting director, music supervisor and music composer. Their extensive network of contractors, creatives, and production crew span the country, with a heavy focus in Atlanta, GA and Los Angeles, CA.



BEHIND THE SCENES - SEASON 01

Powered by **our people**

Impact & Empowerment



Larry Gillespie, II
President & Chairman
of the Board,
Isobar

Maryland-based firms

In the U.S. public sector, we have launched a business incubator to identify and support diverse owned partners known as “Maryland-based firms.” The goal: to provide 8a and minority-owned small businesses – qualified to work with the U.S. federal, state and local governments - with technical support and resources to accelerate their operations, growth and go-to-market efforts in the public sector.

This year, the program yielded Orus Group a contract with a term of up to 18 months and valued at over \$3.4 million, propelling them from a team of just two employees to a robust workforce of over ten. Over the next year we will offer engineering support to help the business continue to thrive.

Partner Spotlights



The Orus Group is an 8a certified firm and partner and participant in our Maryland-based firms’ program. The company brings together the application of the science of engineering to the fields of Enterprise Architecture and Information Security. The company prides itself in establishing strong relationships based on trust with clients and works to guide the successful delivery of complex IT solutions for both government and the private sector. The services provided by the team members are built upon decades of experience, refined processes, and evolving technology delivery methodologies.

Powered by **our people**

D.E.I and sustainability

DEI and sustainability are interconnected and mutually reinforcing issues. We must put people at the heart of the transition to a more sustainable future, to ensure that solutions are just, fair and inclusive, while also empowering communities that have historically been marginalized.



“ Why does dentsu engage in agriculture? Because it expands the possibilities of people with disabilities. We believe creating jobs for disabled in agriculture has the power to change society.”

Nobumi Hamazaki
Director, dentsu Japan | DENTSU CORPORATE ONE INC.




The Setagaya Agriculture & Welfare Collaboration brings together nine companies under the umbrella of dentsu Japan, fostering inclusivity for people with disabilities within the local community. These companies provide employment opportunities and actively engage in recycling-oriented agriculture on a spacious 2,500m2 plot of land. We further foster collaboration with local welfare facilities, businesses, organizations, schools, agricultural groups, and other key stakeholders.



Upcycling Program

Implemented by four group companies in Japan, this program aims to solve social challenges by utilizing office products that are no longer in use. Their first product —"ten・ten," a convex Braille device for business cards— received a Good Design Award in October 2022.



Education & Learning opportunities hold immense value enabling our diverse talent to acquire new skills and discover new capabilities. Through our career acceleration and pipeline programs we are investing in individuals at every stage of their career. These programs not only foster a sense of inclusion and collaboration among a diverse set of people with different experiences and backgrounds, but the investment also fuels our ability to deliver on integrated solutions to solve the biggest world challenges for our clients and communities.

Our Programs Education & Learning

Tutomu Ando | Chief Director, dentsu Japan | DENTSU CORPORATE ONE INC.

Our programs

Our Career Acceleration Programs

Designed to supercharge our people’s futures, these structured programs build the knowledge and network for career advancement across our network.

Path of Tabei

This virtual learning experience was launched to accelerate the careers of those who identify as female and are recognized as high-potential/high-performing talent through a 9-box talent mapping assessment. In September 2023, we launched our third cohort for this program which continues to have 100% female or female-identifying representation.

Next Gen

Developed by dentsu and Google, and powered by Avado, NEXTGEN is a five-month technical critical talent program that gives activation specialists a holistic view of digital media. The program focuses on developing the best of our emerging digital leaders across our network, critical for creating unique Virtual World Generator experiences.

TIME Program

This is an original program launched by dentsu Japan to enhance women's career development. More than 70 participants joined the program from various group companies in Japan.

Eigyo

This 18-month learning experience—for 60 participants at Director/Executive levels—focuses on integrated client leadership to develop knowledge, behaviors, mindsets and skills.



“Our focus on diversity, equity, and inclusion in the workplace is not just an ethical imperative but also powerful driver of innovation and growth for dentsu and our clients. When our people feel they belong and are empowered to share their unique perspectives, that’s when the brightest and most creative ideas happen.”

Toni Handler
Chief People Officer,
dentsu Americas
Deputy Chief HR Officer,
dentsu International

Game Changing Talent

Spanning a range of career levels—from Professional through Management and Director roles—this virtual 12- month experiential learning and development program spans across all dentsu entities. Nearly 2,000 high-potential/high-performing dentsu employees across 48 markets globally have already benefitted.



Silver Award Winner for Talent Management Initiative – Brandon Hall Group

Our programs

Our Career Acceleration Programs



LIFT Program

This Merkle program is designed to elevate competence, confidence, and skill development of high-potential women in areas that will make them highly impactful in their current and future roles. Participants benefit from exposure and visibility with leaders across the organization, building stronger connections at all levels, establishing a cohesive peer group, and gaining mastery of the nuanced skills of leadership.

Connected Leaders Academy

As part of our DEI strategy, we have partnered with McKinsey & Company’s Connected Leaders Academy to our suite of career acceleration offerings, continuing our commitment to invest in underrepresented talent. To date this has enabled 425+ people of color—associate, senior manager through executive levels—across the U.S., Canada, Latin America and the UK to participate in these career-advancing programs.

Dentsu Media Guide Program

This is an initiative led by our U.S. DEI team, was designed to develop, and support existing BIPOC talent within the company. This program aims to fortify the pipeline to leadership positions and provide career growth opportunities for BIPOC talent pursuing a career in our media side of the business.

Networking Circles

In this program we bring together Circle Leads (mentors) and Circle Peers (mentees) to share experiences and knowledge. Our Networking Circles accelerate learning across a multitude of topics and build relationships across various markets and regions.

Super Suits

Dentsu’s Super Suits Academy is a global first within dentsu. The three-day event—hosted by dentsu Africa, with the aim of accelerating careers of promising African talent—drives the dentsu integrated proposition to ultimately fuel growth and profits across our African Network.

Elevate Sponsorship Programme

This new sponsorship program in EMEA is designed to help accelerate careers of female leadership and bring colleagues closer together, leveraging the value of mentorship and fostering a culture of inclusion at dentsu. The program pairs participants with sponsors from the dentsu EMEA Executive team who serve as career advocates and help unlock career opportunities across all regions of dentsu.

Seat at the Table (SATT)

By fostering relationships with executives and providing opportunities for career development and advancement, SATT amplifies the voices of BIPOC employees. The program aims to improve diversity in leadership while supporting and empowering ethnically diverse employees in their career development.

YourTurn

YourTurn, aims to empower racialized colleagues by matching them with leadership who share real-world experience, insights and guidance to help them pursue their long-term career goals at dentsu.

Our programs

Investing in Education & Learning

D.E.I Programs

We offer all employees training and networking opportunities to advance belonging, fostering the collaboration and innovation that comes from a diverse and inclusive workplace.



“My most important concept at DEI Seminar is to "make the parties involved the main actors" I would like to contribute as much as possible to bringing the real voices of the parties involved among my fellow workers in the same workplace and making their presence visible.”

Yu Sugiyama
Planner, dentsu Japan
DENTSU INC.

DEI seminar

This original training program is conducted monthly and includes interviews and group discussions with various minority groups. Over 1,000 individuals have participated from various group companies in Japan as of 2023.

DEI workshops

As part of Italy's specific goal to promote messages that foster respect and inclusion, the team hosted a series of DE&I workshops for 40+ employees in the market.

Byebye bias Seminar

Developed by a group of volunteers within the company, this series works to eradicate unconscious bias in the workplace. Initially implemented as internal training within dentsu Japan, its success as a proof of concept led to its expansion and availability to diverse organizations for adoption and purchase.

Career Advancement for Immigrant Professionals (CAIP)

Aimed at mapping out pathways to career advancement for newcomers, this Canadian initiative features a facilitated and interactive discussion between hiring managers and immigrant employees.



Our programs

Investing in the future

A key aspect of dentsu's DEI progress is our commitment to creating a diverse workforce. The company has actively worked towards increasing representation and promoting equal opportunities for individuals from all backgrounds. This includes implementing inclusive hiring practices, such as diverse candidate slates, to ensure a fair and equitable selection process.

Career pipe-line Programs

Dentsu U.K. Apprenticeship Program

As part of a commitment to invest in and upskill our people, dentsu UK offers all employees the option to complete an apprenticeship in an additional area of the business while doing their day-to-day job. With partnerships such as Prince’s Trust, We are Digital and What You Know Digital, dentsu UK provided apprenticeships over the past year for both new and current employees. Through these experiences, we are providing the opportunity and skills to start a successful career while gaining a qualification alongside their employment.

TupaToa Internship Program

In New Zealand, dentsu has partnered with TupaToa—a New Zealand non-profit organization that works to reduce entry and advancement biases against Māori and Pacific communities—to increase the cultural fluency of their leaders and boost job access for these communities through a 12-week paid internship.



U.S. Department of Defense (DoD) SkillBridge Program

As a way to support transitioning U.S. service members into the workforce, dentsu has partnered with the U.S. Department of Defense to offer internship opportunities and career training within dentsu. Launched in the summer of 2023, the program saw three interns participate in the pilot focusing on skills such as Automation and Learning & Development. As the program continues to develop, the goal is to expand its presence across practice areas.

Kirsty Muddle
Chief Executive Officer
Dentsu Creative,
ANZ



The Code

In 2022, The Code launched in five new markets—Croatia, South Africa, New Zealand, Taiwan and Sri Lanka—bringing our total footprint to 17 countries since 2017. We were also delighted to offer early career opportunities to The Code alumni. In the UK, The Code alumni have formed the VIZ: Very Important Gen-Z group, advising dentsu on how to improve the Gen-Z workplace experience and providing valuable focus groups for our clients on engaging with the Gen-Z demographic.

United through the ambition to serve, our global partnerships enable us to create significant impact for all of our stakeholders and communities. That is why we are thoughtfully forming partnerships with industry leading organizations, across the globe. By unlocking a wider range of resources, expertise and networks, our partners are helping us fuel increased collaboration while infusing diverse perspectives into our integrated business solutions. From workplace to marketplace, we are bringing people together to address social challenges, promote inclusive business practices and drive social change.

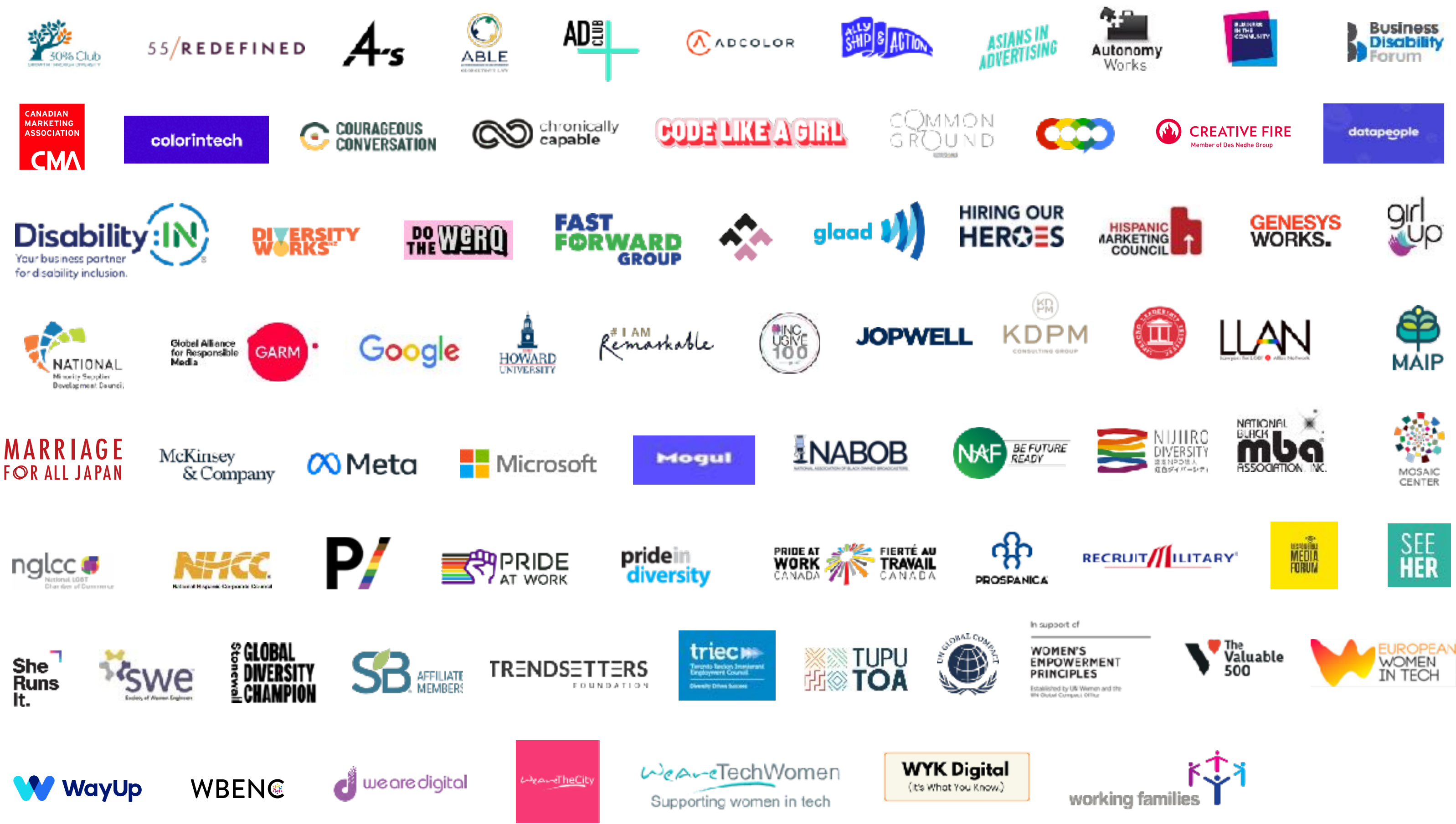
Our Partnerships: Client & Community Impact

Jade Van Parijs | Junior Talent Acquisition Business Partner | Merkle DACH

Our partnerships

Our partners

By collaborating with diverse organizations—such as non-profits, advocacy groups, and industry associations—dentsu strives to create a more equitable marketing and advertising industry where diversity is celebrated, and everyone has equal opportunities for impact and success.



Taking action across the globe

Supporting the Uluru Statement from the Heart

Dentsu Australia and Cox Inall Ridgeway have publicly lent their support for the Uluru Statement from the Heart and been advocating for a yes vote as part of The Voice to Parliament Referendum, a significant moment in Australian history that seeks to change the nation’s constitution to recognize the First Peoples of Australia and create an Aboriginal and Torres Strait Islander voice; an independent advisory body of Indigenous people who provide guidance and advice to the Government on matters impacting their communities. Dentsu was the first advertising and media company to publicly show its support for the Yes vote, even as other businesses have held back from public opinions. As part of our advocacy and campaigning efforts, we produced a range of resources to help our clients and partners understand what The Voice to Parliament referendum is, the aspirations of First Nations people, and the ways businesses can also support the Yes campaign. This was paired with education and advocacy events for our people.



Cox Inall Ridgeway is an Indigenous social change agency working to disrupt disadvantage in Indigenous communities. The business is led by a team of emerging Aboriginal leaders and creative thinkers and is 49% owned by dentsu and 51% owned by a market-first First Nations Employee Governance Trust.



Yatu Widders Hunt
General Manager
Cox Inall Ridgeway



Truth and Reconciliation – Supporting Indigenous Peoples in Canada

Supporting Indigenous Peoples in Canada: We are being intentional about increasing representation of Indigenous Peoples in Canada.. This starts with The Truth and Reconciliation Commission (TRC), providing those directly or indirectly affected by the legacy of the Indian Residential Schools system with an opportunity to share their stories and experiences.

In support of this, dentsu Canada has launched a Reconciliation Action Plan. It is a framework to formalize a set of commitments to bolster ties to Indigenous communities. As part of this commitment, we’ve created a purposeful, ambitious, and sustainable Reconciliation Action Plan, that we’ve proudly developed with an expert, indigenous-owned, firm. To lead our collective Reconciliation journey, we’ve formed a working group to steer this work and keep our company and internal stakeholders accountable. We’ve also updated our supplier diversity policies to prioritize spend with Indigenous suppliers.

United Nations - Women’s Empowerment Principles Signatory

Women’s Empowerment Principles Signatory: The Women’s Empowerment Principles (WEPs) offer guidance to business on how to advance gender equality and women’s empowerment in the workplace, marketplace and community. Established by UN Women and UN Global Compact, the WEPs are informed by international labor and human rights standards, and grounded in the recognition that businesses have a stake in—and a responsibility for—gender equality and women’s empowerment.

Partnering
across
the globe

**Japan Advertising Agencies Association
(JAAA) DEI Committee**

dentsu Japan took the lead in establishing a DEI committee within JAAA, which released the results of a DEI fact-finding survey of member companies in April 2023. The activity had social impact by spreading the importance of DEI throughout the Japanese advertising industry.

American Advertising Federation (AAF) Most Promising Multicultural Student Program

Each year, dentsu U.S. hosts selected Most Promising Multicultural Students for an opportunity to meet with professionals from dentsu at an exclusive Most Promising Multicultural Students Recruiters Expo. Held at our dentsu office in 2023, the MPMS immersion pitch program provides invaluable experience and exposure for the students and executive coaches.



**Advertising Entertainment Media & Sports
(AEMS) Industry Group**

In the U.S., dentsu’s Supplier Diversity and Economic empowerment teams take an active role in the National Minority Supplier Development Council’s (NMSDC) AEMS Industry Group, including the seat of Chairperson for the group. This has resulted in industry insights and best practices related to diverse-owned spending in media and creative.

Association of National Advertisers’ (ANA) - See Her

In the U.S., dentsu has joined forces with Association of National Advertisers’ (ANA) SeeHer, the leading global movement for gender equality in media, advertising, marketing and entertainment. This alliance marks the first time a holding company has partnered with the organization at the enterprise level.



Our partnerships

Investing in Learning & Leadership

Duke Corporate Education
- Leading a High Performing Organization

As our flagship global leadership development experience for senior leaders across dentsu, Leading a High-Performing Organization supports building a diverse pipeline of enterprise-wide leaders, equipped to tackle our most pressing challenges and opportunities. The group is sponsored by Dentsu Group Inc. President and CEO, Hiroshi Igarashi, and the global Executive Team, with a focus on developing business skills for sustainable growth and transformation. It's delivered in partnership with Duke Corporate Education to bring together complimentary learning experiences to drive personal growth and transformation, with more 60 participants (35% female) from 20 countries.



Howard University
- School of Business Partnership

Now in its third year, Merkle's first-of-its-kind partnership with HBCU Howard University has continued to create meaningful opportunities for Howard University students and faculty members, and for Merkle. In the multi-year partnership, based on Howard's School of Business Marketing department needs, faculty works with Merkle experts to develop leading-edge database technology and consumer marketing curricula for four courses in the marketing and information systems and supply chain management departments.



Lifelong Leadership Institute
- Leadership by Design for Canadian Youth

In Canada we are partnering with the Lifelong Leadership Institute, a leadership development and learning enrichment organization, to co-develop educational programming for Black and Black African-Canadian youth across Ontario. Across practice areas, we will help curate and deliver six 60-minute introductory sessions on eCommerce, Creative & Advertising, Paid/Search/Social Marketing, Data & Analytics, Modern Digital Marketing.



The Pinnacle Foundation
- Dentsu Creative Scholarship

In Australia, we have entered a gold partnership with The Pinnacle Foundation to support and celebrate the LGBTQ+ community and encourage more diversity in Australia's creative industries. As part of the partnership, a 'dentsu Scholarship' will be provided to a student participating in a creative degree at an Australian university, as well as mentoring, career, and community support through the dentsu network. The first scholarship was awarded earlier this year.



Our **partnerships**

Partnering
for **Progress**



Dentsu is continuing its partnership with AutonomyWorks, a company that specializes in mobilizing employees on the autism spectrum by creating job opportunities. In a pilot project with the organization, we identified a team of autistic individuals to help label invoices for document processing workflow. The AutonomyWorks team excelled in artificial intelligence (AI) model testing, data labeling, and exception handling, demonstrating the tangible benefits of autistic talent, reducing costs and increasing greater efficiency in their processing workflow.

Dentsu EMEA is partnering with GirlUp, a girl-centered leadership development initiative to help girls—particularly those from underprivileged backgrounds—advance and build their careers. As members of a global movement, girls are a force for social good — connected to a community of their peers who are advocating for policy change and advancing gender justice.



Kirt Morris
Chief Equity
Officer- Merkle

Genesys Works | Student Mentorship Program

Dentsu and Merkle U.S. launched a partnership with Genesys Works, a national non-profit social enterprise sparking sustainable futures for high school students in underserved communities. Dentsu hosted eight high-school seniors and provides career-building experience through year-long paid internships in departments including HR, DEI and Technology.

My Ability Talent Partnership

My Ability Talent Partnership: We have partnered with MyAbility in Germany to further discover the potential of people with disabilities, advancing preparedness for a diverse future.



Pass Her the Mic

We have partnered with the Pass Her The Mic initiative out of APAC. The training program and open database aims to interest more female talent to be coached as speakers, subsequently connecting them to relevant organizations who can spotlight their talent to female employees.

Refugee Alliance & Ukraine Support

Our Merkle business has launched a global program to help refugees overcome the current situation of crisis. This year, the team has committed to offer support through IT training, laptop equipment, internet access, stipend funding and counselor support for employees who have lost their homes and stability.

Partner Spotlight



Women in Media Summit

In honor of Women’s History Month in the U.S., dentsu and Google partnered to host an inspiring Women in Media Summit for employees. The event brought together female industry leaders to examine and highlight the experiences of women in the workplace, and foster opportunities to create greater equity in years to come.



This year, we partnered with Google to host the **#IAMRemarkable** initiative across the UK and countries within APAC. This initiative empowers women and other underrepresented groups to celebrate their achievements in the workplace and beyond. By encouraging our people to recognize and share achievements, we unlock a climate of confidence within teams, where everyone can feel heard and valued.

Crece con Google

Crece con Google: We continue to partner with Google in Argentina to provide young people with access to job training and professional development programs to launch a successful career. Most recently, dentsu provided multiple trainings for Crece con Google, where participants focused on media and digital advertising, general business policies and procedures, and mock interviews with HR.

Women in technology



Anna Haievska
Quality Specialist Data
& Solutions, CZE

Dentsu x Salesforce

Talent Alliance/Bring Women Back to Work: This program provides our teams at Merkle with new and skilled talent who have been reintroduced to the workforce after long career breaks in their journeys. By helping them regain confidence and sharpen needed knowledge, these women are better supported to enter the technology industry, perhaps for the first time.

Code Like A Girl

In Australia, dentsu has formed a strategic partnership with Code Like A Girl, a social enterprise providing those who identify as womxn the confidence, tools, knowledge and support to enter and flourish in the world of coding. Dentsu will support the organization in reaching their goal of reducing gender inequality through providing quality education and career pathways, including opportunities for Code Like A Girl interns to join the dentsu network.

Girls Who Code

we partnered with Girls Who Code on their 2022 Summer Immersion Program. With a shared commitment to close the gender pay gap in tech, we ran coding sessions for 50 girls from around the world, giving them access to real-world experience and the opportunity to learn from the inspiring women in tech at dentsu.

We Are the City

We partnered on the program "We Are Women in Tech," which highlights the challenges of increasing women in tech roles across different industries. We also sponsored their "Rising Stars" award and were the first marketing agency to sponsor our own category (Marketing/Advertising).

Czechitas

In the Czech Republic, dentsu has partnered with Czechitas, a renowned NGO and community, to provide IT education to women and underprivileged communities. We sponsored the education of 500+ new talents and encouraged employees to mentor and volunteer.

Next Tech Girls

This year, our team in the UK hosted 10 students from Next Tech Girls who joined us for work experience. Our team of experts ran workshops covering IT, cyber security, innovation, AI, UX/UI, experience activation, email personalization, DEI, goal setting, and talent acquisition, all towards inspiring the next generation of #WomenInTech.

Through how we work and what we produce, we live our ambition to create culture, change society and create client and community impact. By embracing diversity in the creation and execution of campaigns, we can tap into a wider range of perspectives, ideas and cultural nuances, making our clients messaging more relatable and impactful.

DEI and creative campaigns can be a powerful tool for social progress and promoting a more just and equitable world. This is why we have committed to reaching 1 billion people with campaigns that challenge perceptions and stereotypes by 2030. To date, we have connected with more than 724 million people on global, boundary-breaking issues including violence against women, women’s empowerment and equality for all, regardless of sex, gender, disability and race.

Our purpose

Shray Chawla | Group Creative Director | Dentsu Creative India

Our purpose

Scrolling Therapy

Cannes Grand Prix Winner

The World Health Organization (WHO) estimates that 8.5 million people across the globe are affected by Parkinson’s. For many of them, hypomimia—a loss or reduction of facial expressions—is one of the most difficult aspects of the neurological disease, putting up barriers to a significant form of communication. To provide better tools to navigate hypomimia, Brazilian-based multinational pharmaceutical

corporation Eurofarma launched a project called Scrolling Therapy. With the support of the Brazil Parkinson’s Association, Dentsu Creative Brazil has developed this app, helping Parkinson’s patients slow the progression of their symptoms while performing the everyday activity of scrolling social media.

The app’s goal is to give patients a fun and easy way to exercise their facial muscles. The idea was championed by Sebastián Porta, an employee of dentsu with Parkinson’s.

> LEARN MORE



All Players Tool Lab

2023 Shortlist – Cannes Design Lions category

ALS is an incurable disease that gradually reduces muscle strength and inability to move of one’s own volition. Dentsu Lab Tokyo’s "All Players Tool Lab." maximizes the potential of eye gaze input allowing ALS musicians to perform. And they created the world's first remote live performance across cities in three countries.

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Making Spectating Universal through the Power of A.I

Voice Watch – Gold Cube Award

dentsu Japan, working with Data Artist Inc. Tokyo, Dentsu Live Tokyo and Shindii Tokyo, to win a Gold Cube and Best of Discipline in Artificial Intelligence for “Voice Watch” on behalf of Toyota Mobility Foundation. The Gold was in the AI – Idea category. Voice Watch – ADC Gold Cube Award.

> LEARN MORE

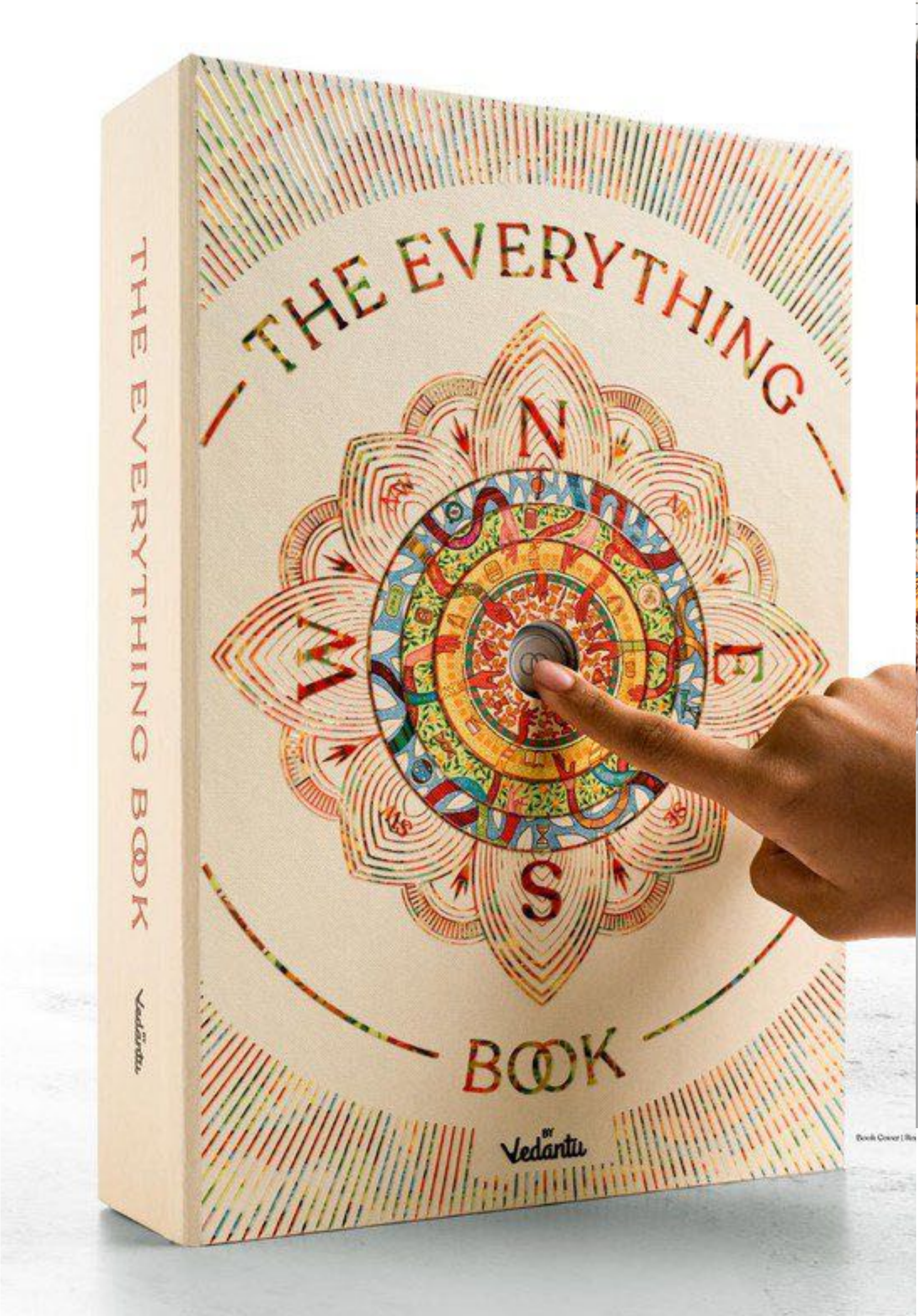


Our purpose

The everything book

Vedantu in partnership with Dentsu Creative India has developed a patented network aggregator device nestled in a beautifully illustrated tome titled, "The Everything Book." The device aims to bridge the connectivity gap by providing high-speed internet access to the most remote and disconnected parts of India. With only 5% of the world's population having access to high-speed internet, seamless education poses a significant challenge for young students across rural India. The goal was to provide children in these areas with a fair opportunity to access the education they rightfully deserve. Dentsu Creative India partnered with Vedantu, India's leading ed-tech major, to create "The Everything Book," an educational resource that aggregated weak 2G signals into a 4G one, enabling access to Vedantu's online education materials. The book also brought alive stories, designed in four different Indian art forms.

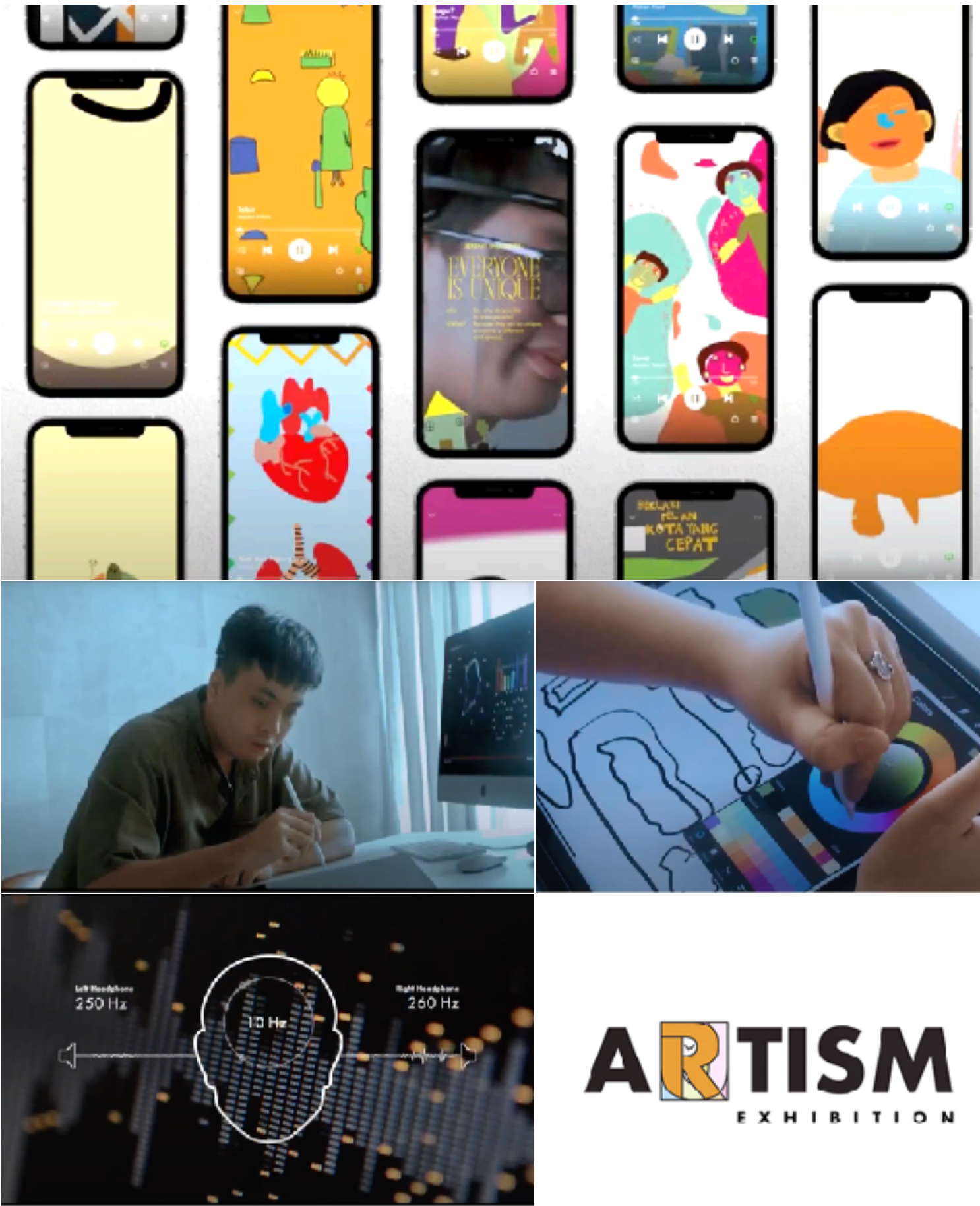
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Artism

Dentsu Indonesia, together with Spotify, created a dedicated binaural playlist—and the world's first art exhibition on Spotify Canvas, as autistic artists created unique expressions of art as a response to songs on the playlist. Available on Spotify, the exhibition gained 4.7million visitors in 2 months.

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#UberAutoArt

#UberAutoArt

Dentsu India and Uber India partnered on World Art Day with the Aravani Art Project, a transgender collective that showcases the creativity of transpeople through art. Using India's ubiquitous autorickshaw as a canvas, members of the public joined the folks from the Aravani Art Project to share creativity and stories, bringing people forward through art.

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Our purpose

Hello Good brain

Dentsu Thailand worked with the Alzheimer's Foundation of Thailand to create a series of games based on user behavior among Thailand's elderly on social media messaging app, Line. These brain games reduce the onset of dementia, and the launch of the games on World Alzheimer's Day saw over 2,000 members signing on in the first three weeks. Hello, Good Brain was widely praised in Thai media, as well.

> LEARN MORE

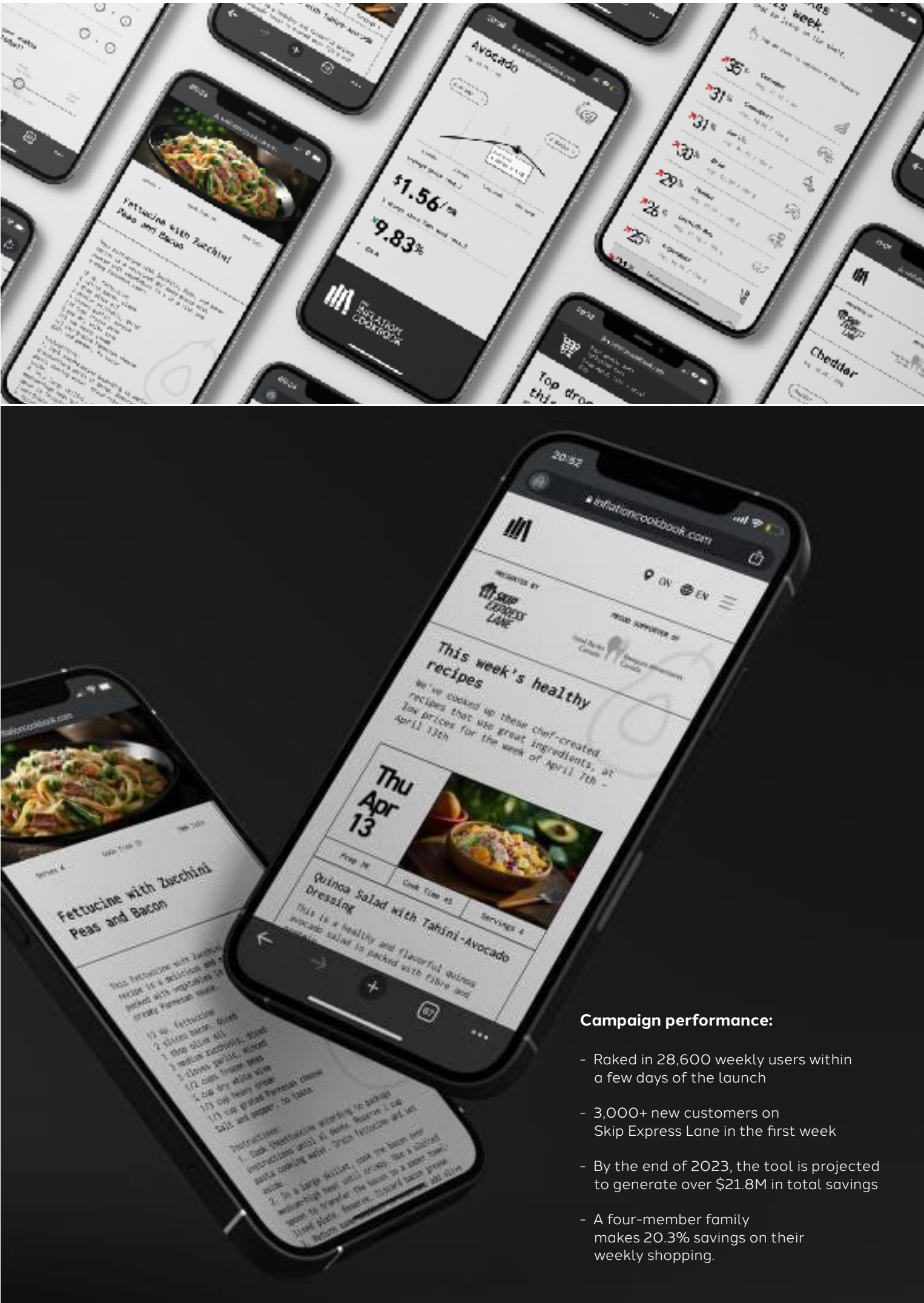


Inflation Cookbook

Food insecurity is reaching a record high, fueled by rising food prices exacerbated by inflation. Inflation Cookbook is a grocery shopping tool that identifies the biggest price drops of the week and generates chef-inspired recipes based on those ingredients — turning real-time price volatility into healthy and delicious real-time savings.

Tracking prices of 400+ ingredients across major retailers in 100 different stores across Canada, Inflation Cookbook's adaptable platform is designed for seamless expansion. Its data-driven nature means it easily accommodates inputs from different regions and markets beyond Canada, making it a versatile solution for budget-conscious consumers globally.

> LEARN MORE



- Campaign performance:**
- Raked in 28,600 weekly users within a few days of the launch
 - 3,000+ new customers on Skip Express Lane in the first week
 - By the end of 2023, the tool is projected to generate over \$21.8M in total savings
 - A four-member family makes 20.3% savings on their weekly shopping.

Heal Our Way

Dentsu Australia and dentsu-affiliated Aboriginal social change agency Cox Inall Ridgeway have undertaken a number of community measures that have shown significant traction in improving the lives and experiences of the Aboriginal and Torres Strait Islander peoples. In 2022, the agency launched the First Nations peoples suicide prevention campaign. With rampant discrimination and limited access to opportunity amongst the First Nation peoples, the Heal Our Way campaign sought to work with the communities to center their lived experiences and struggles.

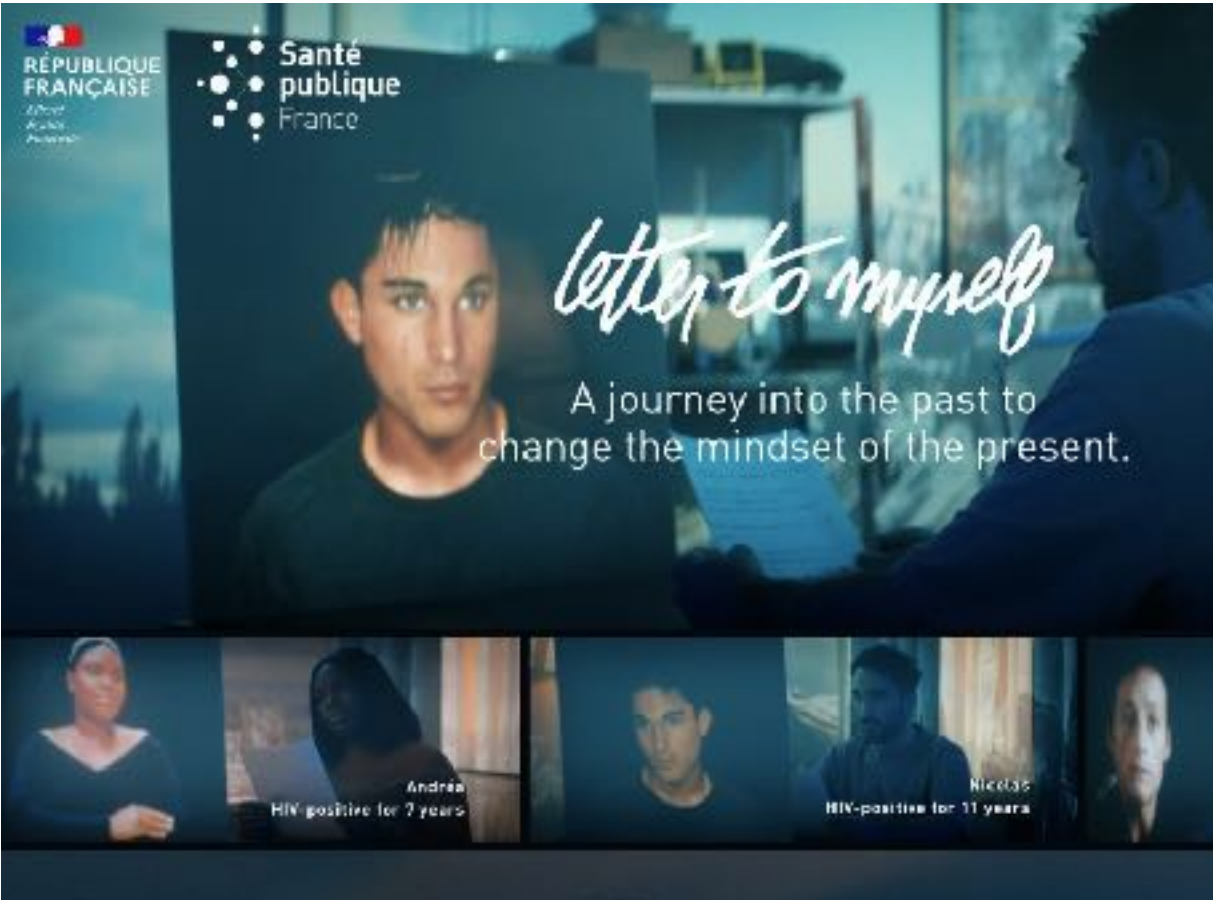
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A Letter to Myself

Thanks to treatments available today, a person who is HIV-positive can live a full and healthy life without transmitting the virus. But people’s perceptions still haven’t evolved, causing everyday discrimination and reluctance to get tested. Dentsu France's "Letter To Myself (Santé Publique)" is a film that aimed to change perceptions. It follows Nicolas, Andréa and Christine, going back in time to the day they found out they were infected, so they could tell their younger selves how vibrant their lives would become. They were invited to write a letter to themselves and read it in front of a camera. To make it an immersive experience, an image of their younger self was projected and animated with the use of AI.

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SUMADORI Bar

dentsu Japan introduced “SUMADORI Bar Shibuya” a bar with a concept “It’s OK to be yourself even if you can’t drink. Whether you can drink or not, we are all drinking buddies”. Aiming the social issue of the extreme "divide" between drinkers and non-drinkers and co-create and promote a new drinking culture. You can choose from over 100 types of drinks with alcohol content ranging from 0% (non-alcoholic), 0.5%, to 3%, allowing you to select a drink that suits your body and preferences.

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MOOD Tea

Australian social enterprise MOOD tea has partnered with Carat and Dentsu Creative to deliver its latest pro bono campaign for the brand. This time, the brand has seen over 100 companies from the advertising industry drop their competitive barriers to come together and support

youth mental health through MOOD, with everything from creative, to branding, research, pro bono inventory, PR and sampling. This campaign was led by dentsu Creative, while Dentsu Media has committed approximately. \$10M (AUD) worth of contra media space to promote the brand.

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Memory Walks

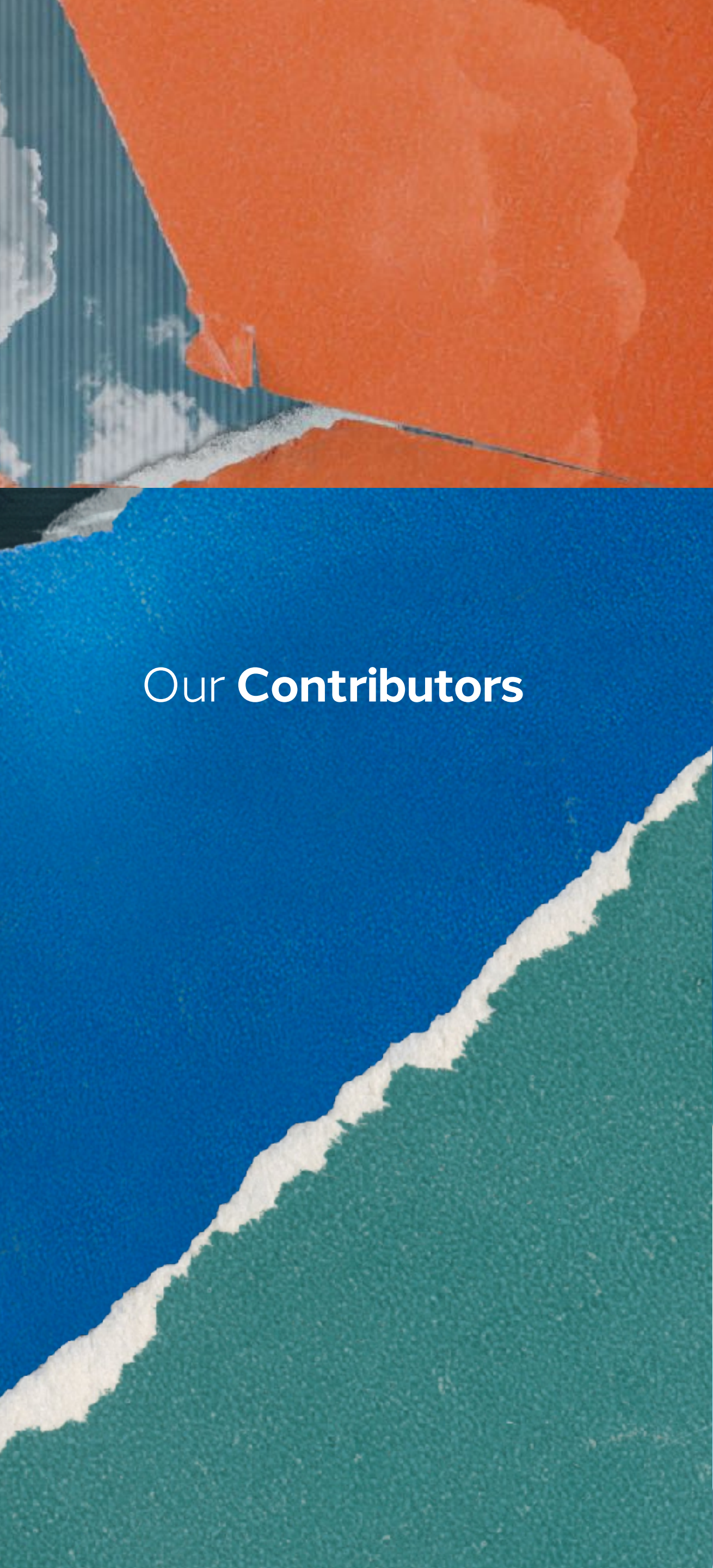
Each year, Alzheimer's and dementia associations from around the world unite to organize advocacy and information events, as well as Memory Walks and fundraising days. For dentsu Sri Lanka and the Lanka Alzheimer's Foundation, this year's challenge was to walk 115,000 steps in 21 days. At the end of the campaign, over 67+ million steps were completed to raise awareness about Alzheimer's and dementia during World Alzheimer's Month. 641 participated in the individual challenge and 23 teams took part in the team challenge.



Dentsu Czech Republic demonstrates **Pro Bono Excellence**

In 2023, our teams in the Czech Republic worked to raise awareness and recruit new donations to assist a nonprofit organization that aids Ukrainian refugees.

Our social media team also advised a local senior center on a Christmas campaign that resulted in 140 elderly individuals receiving Christmas meals. Lastly, our creative team has collaborated for many years with Světluška (Firefly), an organization that improves the lives of the blind and visually impaired. Most recently, we helped them with a TV commercial that was shot in our offices.



Our Contributors

Abby Klaassen	Devyn Smith	Katie Farber	Maurizio Nas	Sarah Wherwitt
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