dentsu

we inspire change

Social Impact: 2021 Highlights

We are dentsu international

We are one of the world's largest media and advertising companies, serving 95 of the world's top 100 advertisers.

Our agencies represent over 11,000 clients in over 145 markets.

Every day, our 46,000 passionate and talented people bring our clients' stories to life, unlock opportunities and transform the journeys their customers face.

Building on our leading bodies of data and insight, we deliver better ideas to connect people and brands.

We partner with brands to achieve meaningful progress as a force for growth and good.

11,000 clients | 145 markets | 95 of the world's top 100 advertisers | 46,000 people

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Our global agency portfolio

CARAT
Designing for People
10,000+ people
137 countries

dentsu x
Experience beyond Exposure
2,000+ people
36 countries

iProspect
Driving Digital Performance
8,000+ people
92 markets

MERKLE
The Authority in People-Based Marketing
9,000+ people
13 countries

isobar
Invent Make Change
45+ countries

dentsu MB.
Work that Wins in the World
24 countries

8,000+ people combined

2021 performance highlights

1st
Became one of the first companies in the world to have our net-zero target approved by the Science Based Targets Initiative

53%
Reduced Scope 1 and 2 absolute carbon emissions by 53% (from 2019 baseline), exceeding our 2030 science-based target nine years early

100%
Procured 100% renewable electricity globally

£500m
Linked £500m of revolving credit to ESG and tied executive incentive plans to carbon reduction and gender parity

30,000
Supported over 30,000 young people to become empowered digital citizens through initiatives like The Code, our global schools programme

50%
Announced new gender targets to achieve 50% female participation in senior leadership, including the executive team, by 2025. Today 47% of our global executive team identify as female

500m
Reached over 500m people with global 'Draw The Line' campaign to end malaria and put malaria back on the policy agenda for the Commonwealth Summit 2022

198m
Reached 198m people through campaigns that promote equality

CEO foreword

September 2021 marked my first full year at dentsu. It's been an incredible journey so far – one shared with over 46,000 colleagues – for the most part not in our offices, but around the world beamed from our homes across 16 time zones.

We rallied around a bold ambition to transform our company to be the most integrated agency network in the world. Through the commitment and talents of our people we ended 2021 a simpler, more integrated, client-focused and growing business.

At the heart of our transformation is our unwavering commitment to sustainable leadership, delivering meaningful progress against our 2030 Social Impact strategy and our deep-rooted belief in achieving growth through good. In 2021, that took many forms, including linking our corporate finance and executive incentive scheme to environmental, social and governance (ESG) goals.

We've also hired three regional Chief Equity Officers; introduced mandatory inclusive leadership training and were recognised by Stonewall in the UK, and by the Human Rights Campaign Foundation in the US for our inclusive workplace for the LGBTQ+ community.

At a time when we couldn't be together, the engagement and wellbeing of our people have never been more critical. Despite being physically apart, our teams fostered a renewed sense of community and we were proud to report our highest employee engagement score in four years.

In November, I attended COP26 sharing dentsu's belief that to achieve our climate goals we must drive different consumer behaviours and create green markets. As one of the largest media and advertising companies in the world, we have both an opportunity and responsibility to lead this change.

That's why I'm particularly excited about the work we've been doing with our clients to help them transition to a bold new approach. For example, we worked with IKEA to build a bespoke online tool enabling customers to sell their used furniture back to IKEA – a powerful example of how to make meaningful choices accessible to consumers.

Another way we're transforming the role of media is by supporting more people globally to understand and exercise the rights of their digital citizenship and equipping them to recognise and manage misinformation. Crucially, our global digital skills programme, The Code, has reached over 30,000 young people in 14 countries since launch and continues to grow.

The impacts of misinformation can be seen every day and it saddens me that the conflict in Ukraine is providing yet another example of this. The war starkly emphasises the importance of providing people with accurate and fair information and affirms our commitment and responsibility to act.

Dentsu Group has donated ~£1.7 million to support those deeply impacted by the war, including £250,000 to the International Red Cross and £650,000 to the United Nations High Commissioner for Refugees and the United Nations Children's Fund. We've also donated £792,000 to support displaced and impacted dentsu and dentsu affiliate employees and their families.

In 2022 and beyond we'll continue to offer support to our people and the people of Ukraine and to use dentsu's unique position to influence the way people think, feel and act for the good of our shared world.

Onward!

Wendy Clark
Global CEO, dentsu international

Introduction

As 2020 drew to a close, many of us looked to 2021 as a chance to 'get back to normal'. Not only has that proven not to be possible, but we have developed an increasing feeling that 'normal' is no longer the desired state. As awareness has increased of the social, economic and environmental challenges facing humanity, people have taken the opportunity to re-evaluate how we live our lives and consider the possibility of a better future. Making the transition to a more inclusive and sustainable way of living lies at the heart of this change.

Having heard the UN Secretary-General António Guterres' 'Code Red for Humanity' address in August 2021, we were unsurprised that for the first time the Intergovernmental Panel on Climate Change's (IPCC) report in April 2022 included a chapter dedicated to the 'demand, services and social aspects of mitigation', exploring how people's behaviour, and the choices they are offered, can cut emissions.

At dentsu this has reinforced our commitment to sustainability, and the true value that we can create for society. Delivering a better future is possible. It will require creativity, the confidence to think differently and the input of millions of voices we haven't listened to before. We need to create solutions that inspire human and societal behaviour change on a global scale. That's our superpower: the ability to influence how people think, feel and act.

In January 2021, when we launched our new 2030 'Social Impact' strategy, we recognised how important the role of our industry would be. One year later I am delighted to see our team rising to the challenge, with innovative work emerging all over the world for clients ranging from automotive brands like GM accelerating the transition to electric vehicles, to supermarkets including Co-op and Kroger tackling food waste.

This ability to influence mass behaviour change lends itself not just to sustainable consumption, but to all aspects of sustainable development. In April 2021 I was proud to see our global campaign, 'Draw The Line', launch across Africa and donor markets, including the UK, US and Australia. Our aim was to create a digital youth movement to inspire African governments to take action to end malaria during our lifetime. One year later we've reached over 500 million people and put malaria back on the political radar.

We've learned a number of lessons this year. Most importantly we need to remain vigilant and responsive to this rapidly changing agenda. One year after the launch of our strategy, we took the bold decision to reset our net-zero target, including a new 'deep decarbonisation' target of 90% reduction by 2040,[1] becoming one of the first companies in the world to have our net-zero target approved by the Science Based Targets initiative (SBTi). We also set a target to achieve gender parity at all levels of leadership, including our executive team. And we are role-modelling the need for greater transparency, implementing Salesforce Net Zero Cloud to give us real-time visibility of progress. We are seeing strong results just one year into our strategy. Today 47% of our executive leadership is female, and we achieved our Scope 1 and 2 carbon reduction goal nine years early.

These examples are some of the many ways we have used our position to deliver on our strategy. Throughout the year we have volunteered, mobilised young people to tackle food waste, supported communities through uneven COVID-19 recoveries and put our support firmly behind our people in Ukraine and their fellow citizens.

At dentsu our aim is to be 'a force for good'. This report highlights the incredible work of our 46,000 people – a global force applying our talent and creativity to actively build a world that is more sustainable and more inclusive, and where digital rights and inclusion are protected.

Anna Lungley
Chief Sustainability Officer, dentsu international

1 against a 2019 baseline

Our Social Impact 2030 strategy

As a global leader in digital communications, we understand the power we have to influence how people think, feel and act. We are not simply spectators.

We have an opportunity, a responsibility and the privilege to guide our people, clients and society through this disruption. We can fuse data, technology and creativity in a way that helps create a more sustainable future for everyone. Our vision is to inspire people everywhere towards a new way of living. Social Impact is our strategy for achieving this. As a global organisation of 46,000 passionate people, we have the creativity, skills and potential to make this happen. We believe that through shared action we can build value for society, as well as a profitable, sustainable and inclusive business. Our new strategy reflects our unique position as a business and our bold ambition for the future.

North Star

an invitation to the never before

Group social purpose

For lasting good – to go beyond the here and now to create truly sustainable value for the lasting good of everyone

Group vision

To inspire people everywhere towards a new way of living

Sustainable world

We will accelerate the transition to a low-carbon and more sustainable future and inspire and enable others to join this movement

13 CLIMATE ACTION

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Climate action

Reduce absolute CO_2e by 46% by 2030 and achieve net-zero emissions by 2040

Sustainable consumption

Enable 1bn people to make better, more sustainable choices

Fair and open society

We will ensure our people and the people around us are treated fairly and have opportunity

3 GOOD HEALTH AND WELL BEING

5 GENDER EQUALITY

10 REDUCED INEQUALITIES

Create opportunity

Build a diverse and inclusive workforce intent on making a difference

Promote equality

Challenge perceptions of 1bn people to promote equality

Digital for good

We will ensure the positive potential of communications is realised; building trust and transparency, and enhancing lives

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

4 QUALITY EDUCATION

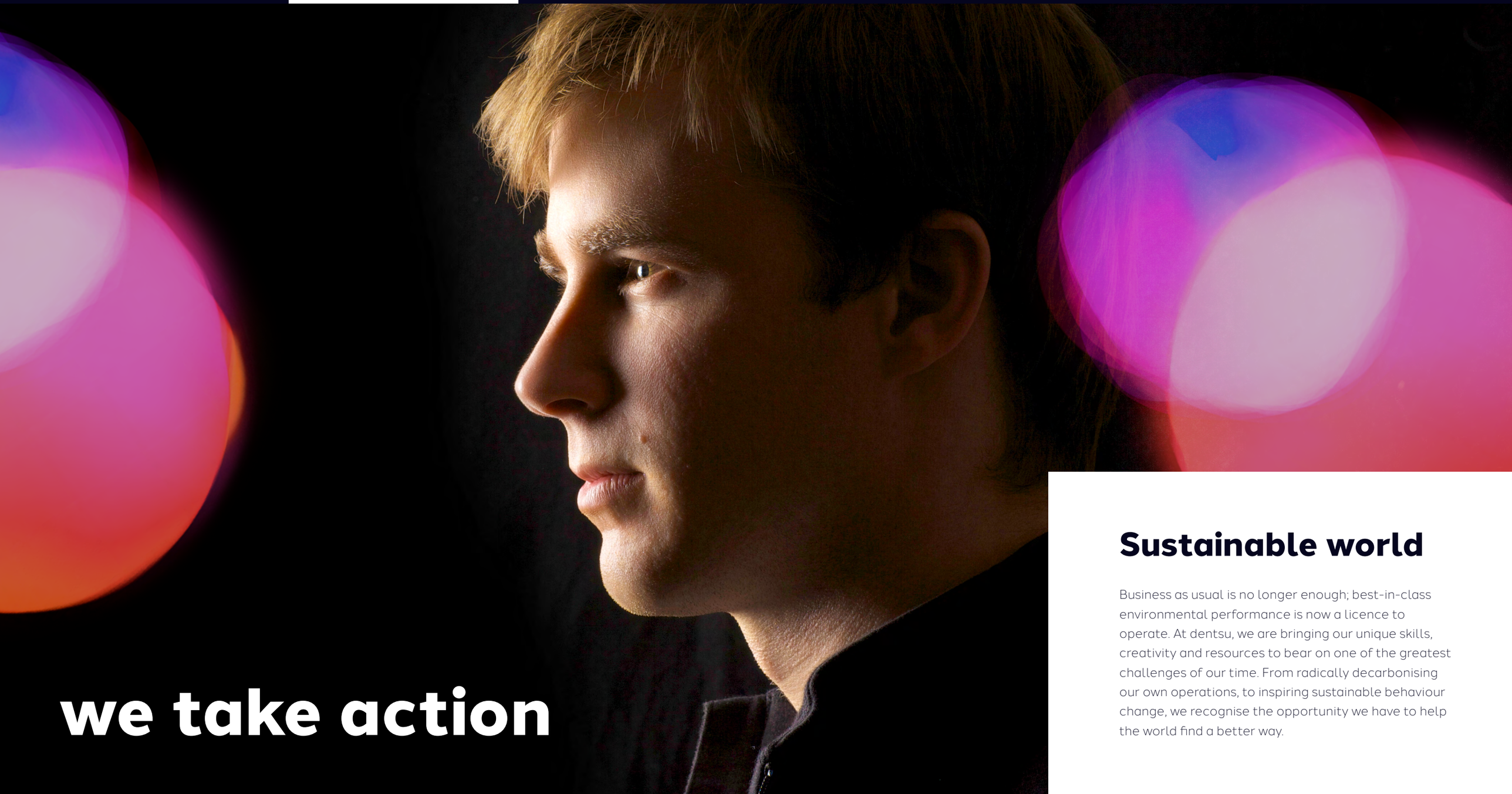
Digital rights

Be open, act with integrity and keep challenging the role we play in society

Digital citizenship

Create a generation of 100k responsible, ethical and empowered digital citizens

People, Data, Creativity, Supply chain, Solutions, Shared action



we take action

Sustainable world

Business as usual is no longer enough; best-in-class environmental performance is now a licence to operate. At dentsu, we are bringing our unique skills, creativity and resources to bear on one of the greatest challenges of our time. From radically decarbonising our own operations, to inspiring sustainable behaviour change, we recognise the opportunity we have to help the world find a better way.

Climate action

The past seven years were the warmest on record,[1] and shifting weather patterns are causing dramatic, unpredictable temperature changes. If our planet is to recover and thrive, we must convert rapidly to a net-zero economy.

Currently, the world is not transitioning to net-zero fast enough. Globally, if we fail to halve greenhouse gas (GHG) emissions by 2030 and reach net-zero by 2050, it will not be possible to limit the global temperature rise to 1.5°C.2 This will have devastating consequences for all of us.

Reaching net-zero by the middle of this century requires us to transform the way we live and work. At dentsu we have set ambitious climate targets to drive sustainable business transformation and decarbonise our entire value chain, with the aim of reaching net-zero emissions by 2040.

Our 2021 achievements

We made strong progress in our decarbonisation efforts during 2021, reducing our Scope 1 and 2 emissions by 53% against our 2019 baseline, and by 22% compared to 2020. In 2021, our market-based Scope 1 and 2 emissions were 4,450 tonnes of CO_2 equivalent (tCO_2e), compared to 5,728 tCO_2e in 2020 and 9,416 tCO_2e in 2019. Not only did this far exceed the 8.4% reduction target we had planned to meet in 2021, but it also surpassed our 2030 target of 46.2% nine years early. This was in part due to remote working, but these reductions can be largely attributed to our ongoing commitment to power our operations with 100% renewable electricity, including continued efforts to switch to local renewable tariffs and to procure in-country renewable electricity certificates.

53%
Reduced Scope 1 and 2 absolute carbon emissions by 53% (from a 2019 baseline), exceeding our 2030 science-based target nine years early

100%
Procured 100% renewable electricity globally

90%
Reduced flight emissions by 90% (from a 2019 baseline) in 2021

1 World Meteorological Organization: https://public.wmo.int/en/media/press-release/2021-one-of-seven-warmest-years-record-wmo-consolidated-data-shows
2 Summary for Policymakers of IPCC Special Report on Global Warming of 1.5°C – IPCC 2018, page 8

We're working collaboratively with our technology partners, many of whom are on their own journeys to net-zero, to accelerate emission reductions.

Looking ahead, we remain relentlessly focused on decarbonising our business. We're proud to be one of the first companies to have our net-zero target, covering our entire value chain, validated by the Science Based Targets initiative (SBTi). In 2021, we strengthened our existing near-term target by setting an additional long-term commitment to reduce absolute Scope 1, 2 and 3 emissions by 90% by 2040 from a 2019 baseline, becoming one of the first companies in the world to have our net-zero target approved under the new SBTi Net-Zero Standard.

Using renewable energy

The only way to reduce humankind's reliance on carbon-emitting power sources like coal, oil and natural gas – and become net-zero by 2040 – is to dramatically increase our use of renewable and other low-carbon energy sources. To enable this, we've been powering our company with renewable electricity since 2020.

In 2016, we became signatories of RE100, committing to procure 100% renewable electricity across our global operations by 2020. We achieved this goal on time, switching to renewable electricity directly in all markets where it is possible to do so.

In 2020, we reported nine markets where we had been unable to procure renewable electricity in market, and had compensated by purchasing renewable energy certificates in adjacent markets. RE100 supports this approach while the coalition works to improve supply in these markets. In 2021, we were able to successfully switch one of these markets, New Zealand, to a renewable tariff.

For eight markets, including Argentina, Hong Kong, Myanmar, Senegal, Singapore, South Korea, Taiwan and Ukraine, accounting for 7% of our electricity use, factors beyond the business' control have prevented adherence to RE100's guidelines to source renewables within the countries' borders. For these countries, we have purchased renewable electricity certificates from adjacent countries. We commit to not only continuing to source 100% renewable electricity but also improving our approach to procuring renewable energy and certificates.

Accelerating our journey to net-zero

Change begins at home. To help the world transition to net-zero, we must start from within and radically decarbonise our own business first. In 2020, we set a target, validated by the internationally recognised SBTi, to reduce our emissions by 46.2% by 2030. In 2021, we took this ambition further, setting a long-term target to reduce absolute emissions by 90% by 2040 from a 2019 baseline across our entire footprint and neutralise the remaining 10%.

Setting our net-zero target

Science-based targets must include Scope 3 emissions. In 2020, dentsu completed a Scope 3 screening exercise using methodologies consistent with the World Resources Institute's (WRI) GHG Protocol Reporting Standard.

Through this exercise, we identified our most material Scope 3 emissions, and in line with the SBTi's criteria we set a near-term target covering at least 67% of our Scope 3 emissions.

Setting a long-term target to align with the Net-Zero Standard meant widening the coverage of our Scope 3 emissions. We determined that flights, employee commuting and purchased goods and services accounted for the majority of our Scope 3 footprint.

In line with the SBTi criteria, we then set a long-term target covering at least 95% of Scope 3 emissions, capturing additional categories that were not previously included.

"The launch of the SBTi Net-Zero Standard provided the first science-based framework for setting corporate net-zero targets, and saw seven companies, including dentsu international, lead the way with validated targets. By setting their net-zero target to 2040 as opposed to 2030, dentsu is taking deep decarbonisation seriously and following the science to achieve net-zero. Their new strategy shows that timeframe should not come at the expense of significant emission reductions."

Science Based Targets initiative

Our targets

46.2%
Near-term
Reduce our absolute carbon emissions by at least 46.2% across Scope 1, 2 and 3 by 2030 compared to 2019

90%
Long-term
Reduce our absolute carbon emissions by at least 90% across Scope 1, 2 and 3 by 2040 compared to 2019

10%
Remaining emissions
Neutralise the remaining 10% of our emissions through credible and verifiable greenhouse gas emissions removal projects

Why science-based targets matter

The concept of net-zero has become a cornerstone of corporate climate action, but until recently there was limited standardisation. This made it difficult for companies, many in challenging sectors, to accurately measure the effectiveness of the processes they were using to meet net-zero targets.

In 2021, the SBTi responded to calls for clarity and consistency by launching a new global standard. Their Net-Zero Standard requires companies to set net-zero targets to establish both near- and long-term emissions-reduction targets. Long-term targets require at least 90% reductions in emissions for most sectors by 2050. Only once these are achieved should companies use carbon removals to neutralise their remaining emissions to reach net-zero. The SBTi also recommends that companies go further by investing in projects that help to mitigate climate change outside their value chain. To keep the ambition of limiting global warming to 1.5°C alive, thousands of companies worldwide will need to come together to set science-based net-zero targets.

Our greenhouse gas emissions

This table shows our total emissions breakdown and the percentage change from our 2019 baseline.

	% change from 2019	2021	2020	2019
Scope 1 and 2 (location-based method)				
Scope 1 (tCO_2e)	-37%	**2,885**	3,185	4,544
Scope 2 location-based	-47%	**13,987**	21,349	26,188
Total Scope 1 and 2 location-based emissions (tCO_2e)	**-45%**	**16,872**	**24,535**	**30,732**
Scope 1 and 2 (market-based method)				
Scope 1 (tCO_2e)	-37%	**2,885**	3,185	4,544
Scope 2 market-based	-68%	**1,565**	2,543	4,872
Total Scope 1 and 2 market-based emissions (tCO_2e)	**-53%**	**4,450**	**5,728**	**9,416**
Scope 3 emissions				
Purchased goods and services	23%	**291,798**	413	237,187
Goods and services	38%	**261,215**	*	188,690
Other premises costs	-60%	**7,240**	*	18,274
Other business activities	-21%	**23,232**	*	29,487
Water supply	-94%	**30**	299	484
Paper	-68%	**81**	114	251
Capital goods	*	*****	*	*
Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	*	**2,502**	*	*
Upstream transportation and distribution	102%	**580**	*	288
Business travel	-87%	**6,854**	11,397	54,011
Waste generated in operations	-66%	**276**	502	822
Waste	-73%	**221**	502	822
Wastewater	**	**55**	**	**
Employee commuting	43%	**12,318**	*	8,611
Downstream leased assets	-90%	**331**	*	3,469
Investments	87%	**3,790**	*	2,031
Total Scope 3 emissions (tCO_2e)	**3%**	**318,449**	**12,312**	**308,731**
Total Scope 1, 2 and 3 market-based emissions (tCO_2e)		**322,899**	**18,040**	**318,147**

* Emissions from the following categories were not calculated in 2020: Purchased goods and services emissions (from goods and services, other premises costs and other business activities), fuel- and energy-related activities (not included in Scope 1 and 2), upstream transportation and distribution, employee commuting, downstream leased assets, and investments . This is an improvement in our emissions reporting for 2021. Furthermore, emissions from capital goods have been incorporated into purchased goods and services for 2021 to align with our financial accounting procedures.

** Emissions from waste and wastewater were not reported separately, but jointly reported under waste generated in operations in 2019 and 2020. In 2021, waste and wastewater have been reported separately; this is an improvement in our emissions reporting for 2021.

Optimising our workspace

In the post-pandemic world, the way we work is evolving. We want our workspaces to offer the best conditions for our people to thrive, no matter where they are. This means applying our net-zero thinking to the hybrid working world, alongside our office spaces.

Following the pandemic, many have chosen to work from home, while others prefer the office. In 2021, we set out to adapt and future-proof our offices for this hybrid working world, just as we do to our office spaces.

This shift in ways of working has translated to a shift from the emissions associated with office working (Scope 1 and 2) to indirect emissions associated with home working (Scope 3). We have been making calculations with this evolution in mind, allowing us to take data-informed steps to reduce our emissions and future-proof our workspaces.

Making our buildings more energy efficient

Across our offices, local teams are actively exploring energy-saving measures and conducting energy audits to identify the most efficient solutions.

Since we installed LED lights in one of our New York offices, associated electricity consumption has halved, so we are now looking to expand this progress to other offices across North America.

Five of our offices in the UK are certified to the internationally recognised ISO 14001 standard, a best practice approach to environmental management centred around continually improving environmental performance.

In Germany, we have moved to a new, more energy-efficient building in Frankfurt and installed LED lights and motion sensors across all locations. This has resulted in an approximately 25% reduction in electricity consumption. In addition, offices in the Netherlands use a ground-source heat pump to provide sustainable heating all year round, significantly reducing our emissions impact.

Many other teams are considering a range of environmental initiatives to reduce our energy consumption, including light sensors and switching off during quiet periods.

Managing our waste and water

As a services business, water and waste are not material issues for dentsu, but we acknowledge the importance of managing all our environmental impacts, so we report on water and waste annually. Waste data is collected in four categories: waste to landfill, waste to incineration, waste to recycling and paper ordered and consumed. In 2021, we improved this reporting by separating water supply and wastewater. Our ambition is for the implementation of Salesforce's Net Zero Cloud to enable us to monitor these impacts more accurately.

Waste and water consumption is managed locally by dentsu international's market teams, and our markets are committed to high environmental standards. Many of our market teams are now using technology to reduce paper consumption. In Germany and other markets, the teams have implemented the FollowMe Printing system. Together with a focus on digitalisation, this helped dentsu Germany to reduce paper consumption by 48% in 2021 compared to 2020.

Transforming how we travel

Business travel is one of the biggest contributors to our carbon footprint, and air travel is by far the most material. So, in 2021 we set an ambitious target to reduce our air travel emissions by 65% by 2030 to help achieve net-zero.

According to the International Air Transport Association, air travel is expected to double by 2036, which means it could become a dominant driver of climate change if emissions rise in parallel. The global air transport industry aims to achieve net-zero emissions by 2050, using new technology, sustainable fuels, operational efficiencies and offsetting.

In 2021, we established a net-zero working group for flights, which is made up of senior representatives from our regions, functions and service lines. Our flights working group is exploring how we can take advantage of some of these shifts, such as lower-carbon airlines, routes and fuels. We are also investing in further collaboration technologies to enable more sustainable behaviours.

> In 2021, we set an ambitious target to reduce our air travel emissions by 65% by 2030 to help achieve net-zero

Meanwhile, we must act to maximise the efficiency of our trips. During the pandemic, emissions from flights decreased, but we must prevent an upward trend from reappearing as travel resumes. That's why we're encouraging employees to travel with purpose by taking fewer, more meaningful trips and maximising time spent with clients, colleagues or partners, and by combining trips where possible.

We're also assessing ways to pull data directly from our travel management system. This will give us a clear picture of our travel footprint and inform better decision-making. With the help of our partners American Express Global Business Travel, we can now calculate emissions per flight more accurately, allowing us to choose flights more effectively. This has helped us analyse some of our key routes and, where possible, suggest alternatives to flying, such as travelling between London and Amsterdam by train.

In addition to our approach to air travel, our markets are actively switching their fleet to electric vehicles to address the emissions from our company cars. There is an opportunity for us to address these emissions further, and we are working with our markets to understand the extent of this opportunity and to determine the best course of action.

Transforming our technology

As we transition to a hybrid working world, technology is becoming more and more important. Technology has a key role to play in driving our business priorities and ultimately achieving our business ambition, whether that's through innovation in data, better use of emerging technologies, improved processes and systems, modern tools for a modern workplace or stronger strategic partnerships.

We're collaborating with our strategic technology partners, many of whom are on their own journeys to net-zero. In 2021, we partnered with Microsoft to produce 'The Rise of Sustainable Media', a global study examining consumer awareness and engagement with issues linked to sustainable consumption and media use, including climate-related issues. The report provides four strategies to consider for positive climate action and responsible business growth.

Our business is built on data, and however we store and move it, data means energy. The investments we make around technology, including efficient hardware and suppliers who share our vision, are crucial to helping build a more sustainable media industry.

In December 2021, we became the first global advertising agency network to begin implementing Salesforce Net Zero Cloud to help us better understand our own operational emissions and build that into an understanding of our industry. The tool will enable us to get accurate real-time data on our impact so that we can identify areas for improvement, respond rapidly to changes in our business and accurately report our performance against our targets. Through Net Zero Cloud, we will gain a deeper insight into how different business functions and technologies perform so that we can scale or disinvest, depending on the data.

Emerging technologies offer the potential to promote more sustainable consumption and new models for ownership and investment. They have the power to reshape our habits and beliefs and advance sustainable development. However, any nascent technology is not without its challenges. For example, cryptocurrencies require vast amounts of computing power and are an energy-intensive process, which can negate other environmental gains. At dentsu, we're exploring the power and impact of new technologies with our clients to create a more sustainable and inclusive future for all.

Neutralising our remaining emissions

Limiting warming to 1.5°C will involve rapid and deep emissions reductions and the use of carbon removals to counterbalance residual emissions. Our primary aim is rapid, deep emissions reductions because in many instances, the removal and storage of carbon emissions from the atmosphere could be reversed by human or natural disturbances, so we cannot rely on this as the only means to reach net-zero. We acknowledge that carbon removal will be needed to neutralise any emissions that cannot be eliminated once our targets are met. We also recognise that there is an urgent need to scale the investment in projects that avoid or reduce GHG emissions.

We have undertaken a review of the options available to us and we intend to establish a portfolio of robust and verifiable carbon-removal projects that deliver co-benefits aligned with dentsu's wider Social Impact strategy and delivery of the UN Sustainable Development Goals (SDGs).

Our rewilding partnership with Trees for Life

Agency: **Whitespace, dentsuMB, Isobar /** Client: **Trees for Life /** Market: **United Kingdom**

Trees for Life is an organisation with a commitment to rewild Scotland's historically significant Caledonian Forest. Their vision is to revitalise the Scottish Highlands and restore the forest to its former glory. The forest once covered much of Scotland and Trees for Life has been renewing this essential woodland to offer a much-needed habitat for wildlife such as red squirrels and pine martens. Alongside providing an environment for animals to flourish and thrive, this wild forest will reduce the impact of climate change by storing carbon, preventing flooding and erosion, and providing opportunities for hundreds of thousands of people to reengage with wild nature.

In 2021, dentsu Scotland established a platinum partnership with Trees for Life. The first step to support our own Social Impact goals was to stop the practice of posting out traditional Christmas cards. We then created an interactive website using cutting-edge WebGL software to launch our partnership with the expertise of Trees for Life. In order to inform and inspire audiences on the importance of the work the charity is doing, we created a short, animated film that takes visitors back 7,000 years to the time when much of Scotland was covered by an intricate network of forest. The film describes how this once-diverse ecosystem has been destroyed by human influence and shows how Trees for Life is committed to restoring and protecting such a vital and majestic landscape. We have also secured donations on behalf of our clients and our Social Impact team is organising dentsu employees to donate their time for hands-on support of this Scottish Highland revival.

Understanding climate risk

The Task Force on Climate-related Financial Disclosures (TCFD) provides businesses with a consistent, standardised way of assessing and reporting the financial risks and opportunities that climate change poses to their operations. In 2020, we completed a climate scenario analysis for our TCFD reporting requirements to quantify our risks. Our assessment looked at the potential magnitude and likelihood of each transition risk and opportunity under each of the following global scenarios: fossil-fuelled (+3°C or more), late in the day (+2°C) and green revolution (+1.5°C), using data from the Network for Greening the Financial System (NGFS). We have now aligned our corporate reporting with the TCFD recommendations for the first time.

Global resilience

Even with the work being done globally to keep temperature rises to a minimum, the reality is that many parts of the world are already dealing with the impacts of climate change, with extreme weather events becoming more frequent. In addition to our efforts to decarbonise our business, we need to have systems and processes in place to help our business deal with these impacts. Our global resilience team ensures that we can continue to operate even during extreme weather events. The team builds climate risks into our existing business continuity plans, helping to improve resilience and ensure the wellbeing of our people.

The ability to protect ourselves to some degree from these impacts is not shared by many others around the world. Many of the countries that can switch to greener economies that will help them withstand the impacts of climate change are the same countries who benefitted from significant fossil fuel use during the 20th century. This means that many other nations that are still building their economies stand to lose out. They cannot use fossil fuels in the same way to grow and they still face the cost of investing in alternative sources of energy.

The transition to a green economy must be just. We must reshape the world, and we have an opportunity to do so more equitably and create a fairer future. Our dentsu wisdom series is giving experts from these regions a platform to share context, developments and perspectives from these countries to ensure that all voices are heard and that the move to a more sustainable world is collaborative and open and the benefits are shared.

Promoting more sustainable media

The global scale of our industry is not to be underestimated. How we produce and disseminate our campaigns and work with our clients, partners and suppliers has an impact, and will play a critical role in the journey to net-zero for the industry. Businesses like ours can play a significant part – we can work collaboratively to decarbonise faster.

We are working with others to build an accurate picture of the carbon impact of digital media. With more accurate data, we will be able to assess the emissions of clients' digital media strategies and help them choose lower-carbon alternatives. This work will provide transparent data for reporting and decision-making, while supporting others on their journey to net-zero.

Understanding media's impact on emissions

Tracking carbon emissions from digital media is complex and dependent on the availability of accurate and comparable data from suppliers. As such, industry efforts to date have been limited, affected by the availability and accuracy of data.

At dentsu we have been working with the University of Bristol and some of the world's most innovative media companies since 2019 to map the emissions associated with digital media. The initiative is called 'DIMPACT', focused on calculating the GHG emissions from delivering media content, from production to delivery, and on to the end user.

In 2021, we augmented this research with in-house development, creating a prototype dentsu digital media calculator for our clients. This quantifies the emissions associated with all aspects of digital media placement, transfer and distribution. It also allows clients to understand the scale of the emissions and encourages them to minimise these emissions with our technology partners. To date, this has been offered as a pilot for select clients, and we are now scaling the calculator and embedding it into our own operations to track emissions from digital campaigns for all our clients.

In parallel with this, our local market teams in France and the UK have collaborated with Axionable, a specialist in sustainable and responsible artificial intelligence consulting, to develop and test country-specific calculations that cover a broader media set. These tools have been successfully tested and are now available for clients to calculate the end-to-end emissions associated with TV, digital, cinema, print and display media in the French and UK markets.

Decarbonising creative production

In 2021, we became founding members of the UK's AdGreen initiative, which brings together the advertising industry to eliminate the environmental impacts of creative production. AdGreen has developed a carbon calculator for companies to assess the carbon footprint of production activities in the advertising industry. In the UK, our teams are already looking to embed this into their creative production process, and we plan to expand this globally as the tool develops.

Investing in tomorrow with Standard Chartered

Agency: **Carat /** Client: **Standard Chartered /** Market: **Singapore**

Standard Chartered has a strategic net-zero plan to move away from investing in carbon-intensive industries and companies. They partnered with dentsu to communicate their commitment to green finance.

Dentsu has raised awareness of Standard Chartered's industry-leading vision to become the world's most responsible and sustainable bank by co-creating an ongoing global multi-media campaign. This message of their net-zero journey not only engages existing customers but also highlights the priority of a net-zero transition to new audiences.

We are committed to working with our clients on their own net-zero journeys, so we were excited to work with Standard Chartered to raise awareness of their vision.

Through a global multi-media campaign, we worked with them to help communicate their own net-zero plan and demonstrate how they are supporting green finance, moving away from investing in carbon-intensive industries and companies.

Dentsu was proud to support the following calls to action ahead of COP26, encouraging business leaders and policy-makers to accelerate the race to net-zero.

World Economic Forum Alliance of CEO Climate Leaders Call to Action

As a member of the World Economic Forum's (WEF) Alliance of CEO Climate Leaders, dentsu international CEO Wendy Clark was one of 92 CEOs who signed an open letter to world leaders at COP26, stating that they were ready to work side by side with governments in a joint public–private effort to accelerate the race to join net-zero.

The Alliance is a global community of business leaders using their positions and influence to catalyse action across all sectors and engage policy-makers to help deliver the transition to a net-zero economy. Wendy also participated in the WEF Business Call to Action panel on the opening day of COP26.

WBCSD Business Manifesto for Climate Recovery

The World Business Council for Sustainable Development (WBCSD) Business Manifesto for Climate Recovery was launched at COP26. The Manifesto sets out 12 action priorities framed around reducing, removing and reporting emissions, and highlights the importance of public–private collaboration in driving climate action. We were one of 108 members to sign the Manifesto, which inspired the world's most sustainable and ambitious businesses to use their collective voice to accelerate the global climate recovery.

G20 We Mean Business Open Letter

We signed an open letter as one of 778 businesses representing US$2.7 trillion in annual revenue and employing ten million people, calling on G20 leaders to take greater action to limit the average global temperature rise to 1.5°C.

Collaborating with others

Today's challenges are too complex for one business to solve alone. Radical collaboration, across sectors and industries, will enable us to accelerate the net-zero transition. As one of the world's largest media and advertising networks, we recognise our unique position to be able to influence businesses and brands to help address the climate emergency, and are using our platform to inspire a new way of living.

COP26 in focus

While the COVID-19 pandemic took the spotlight off climate change as a global challenge, the UN Climate Summit (the 26th Conference of Parties or COP26) in Glasgow in November 2021 brought the urgency of the climate crisis into renewed global focus. It was the first time that countries and businesses had revisited their climate pledges, made at COP21 in Paris in 2015, to act together to limit temperature rises and climate change. This COP was unique for the scale of business engagement, and for the acknowledgement that systemic change is required from every sector.

In the lead-up to COP26 and throughout the conference, we advocated for change across business and society. With our Global CEO Wendy Clark in attendance, we supported direct calls to action and deepened our engagement with leading stakeholders and industry efforts like the World Economic Forum, the We Mean Business Coalition, Ad Net Zero and the Cambridge Institute for Sustainability Leadership. We also used the opportunity to showcase work created with our clients to promote a more sustainable world and communicated to our global colleagues the importance and relevance of COP26 to their daily work. Throughout the conference, we called for science-based net-zero targets and for more sustainable production and consumption, in line with our strategy and the role media can play.

COP26 gave us an opportunity to lend our voice to a larger collective and demonstrate what's possible if we all work together. Like our Social Impact 2030 strategy, it presents an invitation to the never before, bringing the world's most influential actors to the table to ask 'what if?' and 'why not?'.

Sustainable consumption and production

We believe that for consumption to be sustainable, there must be a balance between the needs of the planet and our needs as individuals, businesses and communities. As a global digital communications and marketing network we have the potential to reimagine how we use our creativity and data to disrupt traditional marketing models and inspire people everywhere to a new way of living.

Radically decarbonising our own value chain is just the first step to ensure a more sustainable world. Although climate awareness has moved into the mainstream, the latest United Nations IPCC report confirmed that we all need to move further and faster or we face a climate disaster, and that behavioural and cultural change is a powerful but overlooked strategy. These changes would act on demand-side climate measures, such as reducing the use of high-emitting goods and services by focusing on the uptake of technologies and people's consumption patterns. Other examples include improving access to cleaner forms of transport and more plant-based foods.

The climate emergency presents both a threat and an opportunity to brands. Our 'Rise of Sustainable Media' research found that 87% of those surveyed wanted to do more to combat climate change; however, many weren't sure where to start and felt overwhelmed by options and conflicting information.

Our research also found that 91% of respondents want brands to demonstrate more explicitly that they are making positive choices about the planet and environment in everything they do. Additionally, 77% of people globally say in five years' time, they only want to be spending money with brands that practise green and sustainable advertising. This potential for scale and the critical importance of climate action is a key reason why sustainable consumption is a priority for the next decade.

We work with some of the world's biggest brands and have an incredible opportunity to scale impact. SDG 12 is a direct call to action for business and will influence every sector and industry. Net-zero will be the biggest driver of innovation in our lifetimes.

Our 2021 achievements

In 2021, we introduced a new goal to enable one billion people to a better, more sustainable way of living, recognising the importance of human behaviour change to address the climate crisis and our own superpower to inspire others. One year into a ten-year strategy, we are inspired by the shifts that we are seeing across our own organisation, the brands we work with and the campaigns we've launched.

We've already made great progress towards this goal. In 2021, we reached 14.8 million people with campaigns to make better, more sustainable choices and educated more than 6.3 million people on how to make their lifestyles more sustainable.

Campaigns in 2021 focused on the promotion of circular economies, promotion of plant-based foods and electric vehicles, and the encouragement of more sustainable food production and agriculture, all of which are fundamental to ensuring a sustainable way of life.

Internally, we've focused on educating and inspiring our people to drive this important agenda forward in their work. And we're already seeing increased demand from employees, partners and clients eager to bring to market more sustainable solutions and products, reflecting an increased awareness and understanding of the importance of sustainable consumption for a more viable future for all.

Acting now with the United Nations

We're proud to be partnered with the United Nations' ActNow campaign, raising awareness of the power of individual action and encouraging our people to change their daily habits and make choices that have less harmful effects on the environment. The UN created this campaign to call for bold, swift and wide-ranging action to transition to a low-carbon world. Using the UN's app, we established a dentsu team to run challenges around the campaign's ten impactful actions. The campaign demonstrates the collective power that can be generated by individual action on travel, energy use, food waste and eco-friendly products. It also helps to bring our strategy to life for our people, familiarising them with the sustainable behaviours we seek to promote in collaboration with our clients. So far the UN campaign has generated over six million recorded actions, and we at dentsu are excited to contribute towards that collective effort.

Building a movement to eliminate food waste

Food waste is responsible for an estimated 10% of global GHG emissions and is a significant factor in biodiversity loss. In fact, one third of all food produced ends up in landfill sites, despite millions of people going hungry every day. At dentsu we work with some of the world's biggest consumer goods and food brands, presenting a powerful opportunity to partner with our clients to take action on food waste, and drive sustainable behaviour change in the communities in which we operate.

COP26 showed that young people are more engaged than ever when it comes to climate action. In response we created the global 'Rise Up' challenge, designed to create a youth movement to combat food waste.

The challenge brings together young people, over 160 dentsu volunteers and some of our biggest global consumer goods clients, including Co-op, Kroger and Mondelez, to change consumer behaviour and create new solutions to tackle food waste.

In 2021, the challenge ran across six markets and helped to upskill and engage 1,553 young people. Students took part in virtual and in-person workshops, learning key creative communication skills and developing campaigns to address briefs set by dentsu and our clients.

Alongside direct delivery to schools, the challenge was made available to 35,000 young people across 22 countries through our partnership with Junior Achievement Worldwide, one of the largest youth-serving organisations in the world and the global delivery partner for The Code. Across the globe, teams of students pitched their ideas to tackle food waste. Submissions included mobile apps, digital out-of-home campaigns, new food wrappers, catchy slogans, social media campaigns, charity football matches, food festivals, experiential campaigns such as obstacle courses in grocery stores, tie-ins to Veganuary, collaborations with community organisations and Christmas-themed campaigns.

One of the highlights of the challenge was rewarding Jorge Miguel Badilo Zamora, the 2021 Global Rise Up winner, an internship with dentsu Mexico, to deepen his understanding and experience of the industry.

Working with clients to change consumer behaviours

Our global client and partner ecosystem gives us the opportunity to scale impact, reaching into homes, businesses and communities all over the world.

Over the past year we have partnered with our clients to promote more sustainable products and lifestyles, creating campaigns that excite and inspire, highlighting the power of electric vehicles and cleaner energy, encouraging circular economies, promoting plant-based foods and helping fight food waste. We are proud to showcase examples in this year's report.

We're also proud members of Sustainable Brands, a global community of brand innovators that are tapping environmental and social challenges to drive innovation, business and brand value.

Rising up against food waste with Kroger

The supermarket chain Kroger has set out a Social Impact ambition on food access, zero hunger, zero waste. This is a commitment to creating communities free of hunger and waste by bringing attention to food insecurity and the availability of nutritious food for all. In the United States an estimated 40% of all food produce is thrown away. Our Social Impact team at dentsu wanted to address this issue head on so we launched our Rise Up food waste challenge by partnering with Kroger to ignite our shared Social Impact goals and create a generation of environmentally empowered digital citizens.

To create the Rise Up challenge, students from diverse backgrounds across ten states were sent a campaign brief to disrupt consumer perceptions of the freshness of Kroger products while promoting ways for consumers to reduce food waste.

The campaign brief was designed to spark student creativity around food waste and sustainable consumption. Standout submissions focused on repurposing food waste in new and clever ways, achieving both business and societal targets.

The campaign brief was also accompanied by an online curriculum on food waste and sustainability, and through a partnership with the National Academy Foundation the challenge reached students from rural and disadvantaged communities. In 2021, 668 students from 24 schools took part in the challenge to apply creative thinking to food waste issues.

Fostering communities, reducing food waste

Agency: **Carat UK, The Story Lab /** Client: **Co-op, ITV, Hubbub /** Market: **United Kingdom**

Co-op has long been committed to reducing their food waste in stores and helping their customers reduce their food waste at home. Their community fridges help reduce food waste by redistributing surplus food, while meeting the needs of diverse populations in a shifting economy. This commitment is more important than ever with an increasing cost of living and poverty crisis impacting homes across the United Kingdom.

Co-op community fridges are places to bring people together to eat, connect, learn new skills and reduce food waste. To get the word out they ran a Community Fridges initiative with food waste charity Hubbub and partnered with dentsu to promote it. Having funded 350 community fridges with Hubbub already, this partnership aims to grow across the United Kingdom, eventually preventing up to 26 million meals from going to waste annually. To foster this growth we launched the 'Community Fridges at Christmas' campaign to inspire our audiences around this sustainable consumption issue and demonstrate the power of the initiative. During a two-minute live film, we ran a TV campaign showcasing one of these community fridges in action at an Afghan- and Central Asian-associated community centre.

Collaborating with ITN, ITV and Lucky Generals, the live ad, which showed celebrities Dermot O'Leary and Big Zuu learning to cook using community fridge ingredients, filled an entire advertisement break during the Christmas season. To maximise the impact the campaign also went live during popular television show *Coronation Street*.

The campaign highlighted the significance of community in a positive way with real-world impact, driving awareness of growing food-security issues in society. Audiences were inspired to think about food waste and poverty in society by the ad spotlighting volunteers and their important work at the vibrant community fridge.

The impact of the campaign was heightened by corresponding with the unique time of reflection that accompanies the festive holiday season. The ad premiere reached almost two million people when it aired, and the total activity went on to reach over four million people.

Speaking about the impact of the campaign, Ali Jones, Customer and Community Director at Co-op, said: "Our unique live advert will remind people that while not everyone can enjoy the same Christmas this year, by cooperating we can create a fairer world in the future."

A fresher approach to plant-based food with Kraft Heinz

Agency: **dentsu mcgarrybowen, Carat /** Client: **Kraft Heinz, Channel 4 /** Market: **United Kingdom**

Kraft Heinz has long been a supporter of emerging food tastes. Already having many vegetarian products, Kraft Heinz wanted to promote their new plant-based product range that is so important to a younger audience. Flexitarian trends are emerging and Kraft Heinz wants to serve that community in an approachable and practical way.

To connect with this community dentsu partnered with 4Studios to create *Flex Kitchen*, a five-part digital comedy cooking series. Each ten-minute episode takes a beloved comedian and sets them up for a cooking challenge using ingredients from the new product range. To create a positive and authentic connection we harnessed the power of comedy. A recipe-based approach showcased how Kraft Heinz's range can easily be incorporated into consumers' lives. The content presented a clear message: Kraft Heinz can reduce meat consumption without compromising on taste or enjoyment.

Using products from Kraft Heinz's range, the UK comedians cooked for a group with plant-based dietary requirements. In the first episode, actor and comedian Kerry Godliman was challenged to cook for a vegan rugby club post-training, while episode two saw writer and comedian Lou Sanders attempt a vegan biryani for a group of morris dancers.

Each episode was promoted on Channel 4's and Kraft Heinz's Facebook, Instagram, TikTok, Twitter and YouTube accounts, with on-demand viewing and television reaching even further. The content, hosted organically on All4, achieved 4.3 million views, with three more episodes still to come. Recognition was highest among younger audiences, and recall levels were high.

Matt Hill, Marketing Lead for Kraft Heinz Meals, said: "Not only will it showcase our portfolio of plant-based products, but we hope to inspire flexitarian audiences all over. We've always been and will continue to be passionate about producing delicious plant-based food." The campaign's popularity among younger audiences demonstrates the power of delivering an important message on sustainable consumption through a light, comedic approach.

The story of Siemens and a town's energy blueprint for the world

Creating an energy blueprint for the world, powered by Siemens technology
Agency: **Merkle /** Client: **Siemens /** Market: **Germany**

Siemens has long seen sustainable development as vital in achieving long-term growth by empowering its customers with more eco-friendly technologies. Siemens wanted to generate broader momentum in awareness of the energy transition, challenge consumers' perceptions of sustainable consumption and highlight the potential of innovation.

Merkle, a dentsu company, teamed up with Siemens on *The Power Reset*, a full-length documentary that showcases a town's carbon-neutral success with the help of Siemens' smart technologies. The 36-minute documentary, which broadcast on both YouTube and Amazon Prime, challenged consumer perceptions, creating increased relevance around the transition to renewable energy. The documentary powerfully showed that the energy transition is not a distant dream: it is already underway. Wunsiedel, a German municipality that is already 100% carbon neutral and home to 10,000 people, is highlighted in the film. We transformed traditionally business-centric content into a widely engaging film using interviews, archive footage, animated infographics and vox pops. The project shows the local value generated thanks to the courageous vision and cooperation within the region and Siemens' commitment to sustainability. *The Power Reset* won a German Brand Award for Excellence in Brand Strategy and Creation. The inspirational story of the town creating an energy blueprint for the world has now accumulated over 250,000 minutes of streaming to audiences. To achieve maximum impact of the film, Merkle created an effective campaign to promote the release using Amazon Ads and will continue the promotion of the project throughout the year.

Transforming Black Friday to Green Friday with IKEA

Agency: **Ymedia Wink iProspect /** Client: **IKEA /** Market: **Spain**

IKEA has been a trailblazing supporter of sustainable consumption over the years. Its furniture is designed to be resold, repaired and reused. However, IKEA needed to actively change the notion that their products are semi-disposable and at odds with their commitment to sustainability. Dentsu collaborated with IKEA to develop multiple campaigns to highlight IKEA's sustainability practices and support of the new circular economy with sustainable product sales.

In 2021, we partnered with IKEA in Spain to promote IKEA's commitment to climate issues by creating something truly impactful, sustainable and different. We devised the 'Activists Without Knowing It' campaign, spotlighting action that linked ecological gestures in the home with environmental data to show that it is easy to live in a sustainable way. A documentary web series that achieved 16.6 million views on digital channels, 5% above the objectives set, inspired households and companies to play their role in sustainable behaviours.

'Black Friday' is notorious for driving excess, and often unnecessary, sales. This promotional flurry is unsustainable, and at odds with our resource-constrained world. IKEA set about 'hacking' the overconsumption event Black Friday to create 'Green Friday' instead. By focusing on IKEA products' durability, we created a campaign around a sale featuring only used IKEA products. This used-furniture sales service set out to help consumers engage in the circular economy, increasing visibility of the company's sustainability initiatives in the media and positioning IKEA as a socially and environmentally positive force.

We addressed the emblematic, but paper-hungry, IKEA catalogue in our digital campaign by encouraging customers to access the catalogue in its digital format. Although the catalogue can also be found in stores, it is a priority, and a key component of IKEA's path to sustainability, to drive customers to the more environmentally friendly digital version with targeted campaigns. The campaign generated 1.8 million visits to the digital IKEA catalogue.

Overall, the Activists Without Knowing It, Green Friday and digital catalogue campaigns inspired consumers to think more about their own consumption habits, highlighted the sustainability of IKEA's products and showed customers the steps IKEA is taking to support sustainability through digital choices. Overall, the combined campaigns received upwards of 600 million impressions.

Customers want to make sustainable choices and IKEA has created a community in which these choices are easy to make and create tangible and immediate impact.

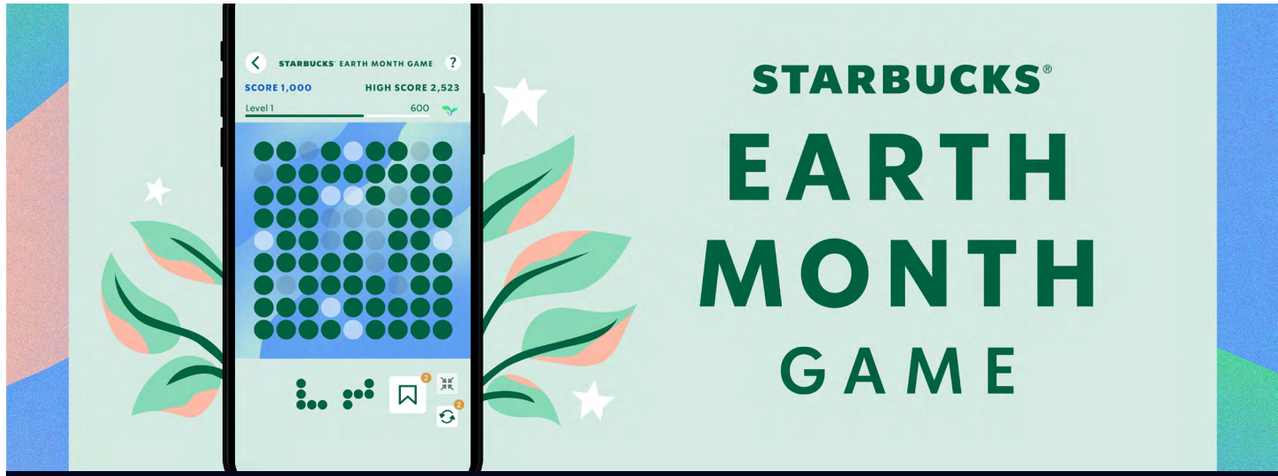
Forest animals bring humour to green issues

Agency: **dentsu mcgarrybowen** / Client: **Ant Group** / Market: **China**

Environmental campaigns can feel a little overwhelming, often conveying a sense of imminent crisis. Audiences can understand the implications of environmental issues, but feel powerless and do not know where to start. Alipay understood this, and wanted to encourage people to establish environmental awareness and easily achieve environmental protection in daily life.

Our dentsu mcgarrybowen agency partnered with Alipay's green initiative, Ant Forest, to inspire their customers to live a lower-carbon life with easy-to-implement behaviour shifts. Together we created *This is very Green*, a series of films for social media featuring a range of animals in the forest. Our forest inhabitants explain how customers can play their part in a greener future, using a combination of humorous metaphor and hard-hitting messaging: an elephant tells us to use fewer disposable straws as it sucks up rainwater with its trunk, and a crab tells us to use fewer disposable chopsticks while flexing its claws.

The original films set out eight ways to adopt a greener lifestyle and were also created using a low-carbon method. We did not require travelling or shooting, which minimised our carbon footprint in production. The engaging campaign put across these important ideas in a memorable, clever way, ensuring the sustainable message was long-lasting for our audience, increasing brand loyalty and reinforcing a commitment to sustainability. Across two weeks, over 1.23 billion were reached with the campaign, and it tallied over 600,000 interactions globally.



Rolling the dice for Earth Month with Starbucks

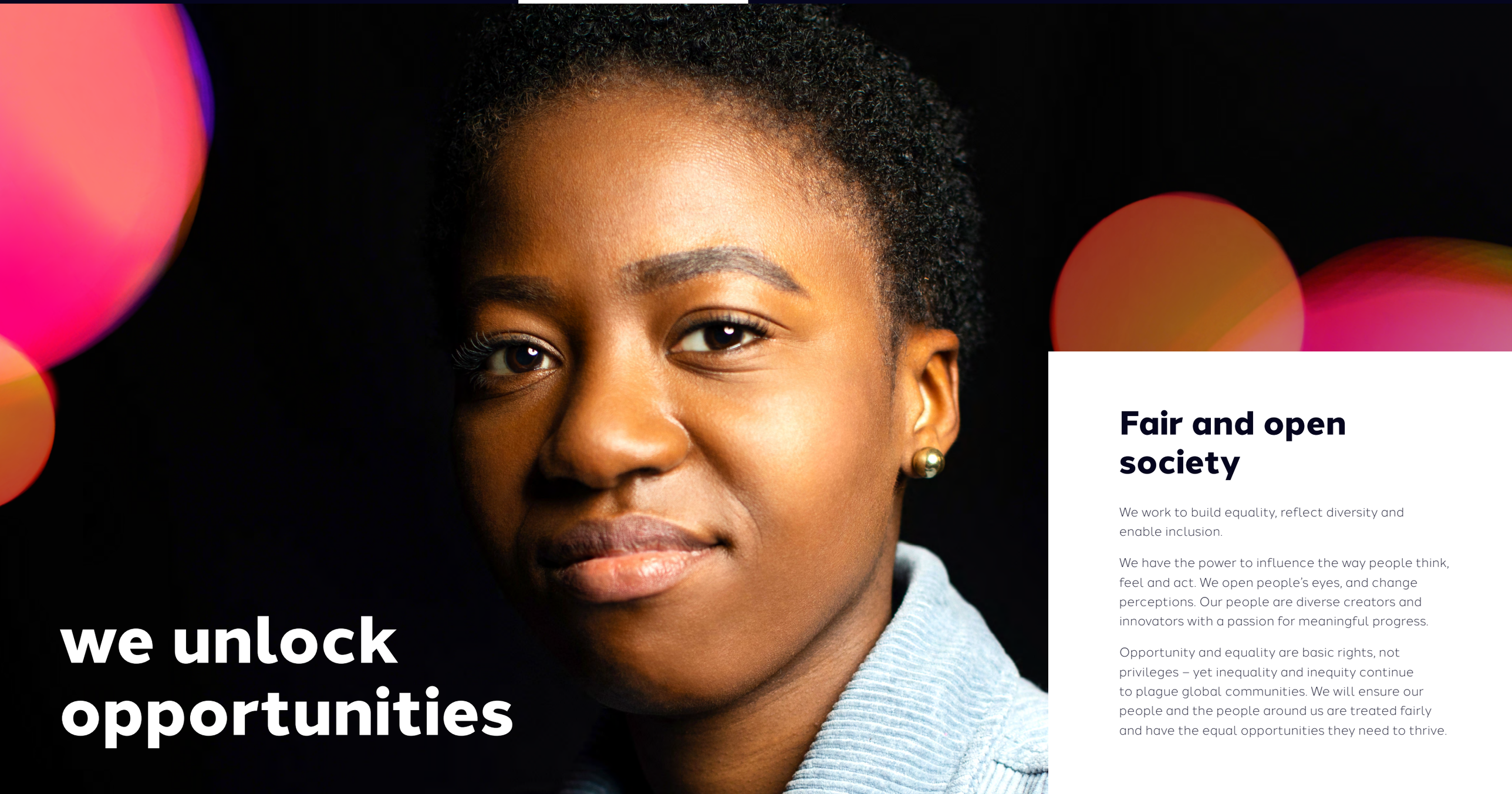
Agency: **Merkle** / Client: **Starbucks** / Market: **United States, Canada**

Starbucks wanted to celebrate their brand mission "to inspire and nurture the human spirit – one person, one cup and one neighborhood at a time" during Earth Month in the United States. They set out to spark joy and enthusiasm around environmental issues by engaging customers with a customised game.

Merkle, a dentsu company, partnered with them to create the Starbucks Earth Month Game for mobile devices. The goal was to educate their Rewards members on the brand's commitment to sustainability and to increase engagement. The game includes a puzzle with weekly activities to challenge members to learn more about sustainability.

Every time a player passes a level, they earn a vote for where they'd like Starbucks to donate their 250,000 trees to One Tree Planted. The game also offered sustainable prizes such as an electric bicycle, a reusable coffee cup or a vegetarian food item. The game also highlighted the Starbucks FoodShare programme, which packages unsold food from their stores, delivering meals to non-profit organisations around the United States.

The first-of-its-kind app for Starbucks Rewards members encouraged sustainable behaviours by letting gamers play, learn and earn. The app raised awareness around issues such as biodiversity, reforestation, clean water and climate stability, and engagement soared as more than 2.5 million sustainable prizes were given away.



Fair and open society

We work to build equality, reflect diversity and enable inclusion.

We have the power to influence the way people think, feel and act. We open people's eyes, and change perceptions. Our people are diverse creators and innovators with a passion for meaningful progress.

Opportunity and equality are basic rights, not privileges – yet inequality and inequity continue to plague global communities. We will ensure our people and the people around us are treated fairly and have the equal opportunities they need to thrive.

Creating opportunity

We believe in the power of diversity, not limiting ourselves or others by borders or boundaries, offering equity of opportunity and supporting people to thrive. We bring everyone along – using our differences to make us stronger. Our complex network radically collaborates to face challenges, turn problems into progress and drive better outcomes for all.

Our 2021 achievements

Tackling issues around diversity, equity and inclusion (DEI) is central to our Social Impact agenda. In 2021, we made strong progress across several areas. Thirty-four per cent of our global leaders are female, an important step towards our 2025 ambition of 50% female leadership representation at senior executive levels.

Significant efforts have also been made to embed a greater understanding of diversity and cultural fluency across the business, with the introduction of our Inspiring Inclusion programme, which has been delivered to over 30,000 employees worldwide.

Externally, signing up to both the UN's Women's Empowerment Principles (WEPs) and UN Global Compact Target Gender Equality has further strengthened our support for gender equality. Our Female Foundry initiative continues to help women in our supplier and partner ecosystem create successful digital-based businesses, as well as providing access to opportunities across our network.

In APAC, recognising the impact of the pandemic on women, we released a short film called *Women From Home*. Shot over one weekend, it gives viewers a glimpse into how dentsu women's lives have changed as a result of the pandemic, and challenges the stereotypical roles of women at home. Dentsu APAC took action to address these challenges and put initiatives in place to better support women working from home: initiatives by dentsu women, for dentsu women.

In the US and Canada, we continued to activate new partnerships and initiatives that progressed representation, celebrated a perfect score of 100 in the Human Rights Campaign Foundation 2022 Corporate Equality Index, delivered on cultural fluency and embedded DEI into ways of working and client partnerships.

Partnerships such as those with Howard University (a historically Black university), 4A's MAIP (Multicultural Advertising Intern Program), the American Advertising Federation Most Promising Multicultural Students Program, Onyx and Chronically Capable, along with many others, have increased under-represented talent joining dentsu. And career accelerator programmes like McKinsey's Connected Leaders Academy, mentorship programmes like YourTurn and Seat at the Table, and executive sponsors supported talent retention and growth.

Across our network we advanced cultural fluency through ongoing Business Resource Group (BRG) events, intensive trainings on bias and privilege, and new client offerings around creative, strategy and economic empowerment.

Promoting gender equality through the United Nations Women's Empowerment Principles

In January 2021, we took another significant step to strengthen our support for gender equality by signing up to the WEPs and UN Global Compact Target Gender Equality programme.

The principles offer guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace and community. Established by the UN Global Compact and UN Women, they are informed by international labour 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.

By joining the UN Global Compact Target Gender Equality community, we have signalled our commitment to this agenda at the highest levels of the company and to work collaboratively in multi-stakeholder networks to foster business practices that empower women. These include equal pay for work of equal value, gender-responsive supply chain practices and zero tolerance against sexual harassment in the workplace.

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

Our framework for action

We have a set of global principles that guide how we operate. These are underpinned by individual accountability to drive action and are supported by creating the right infrastructure in our regions to enable change.

Our global principles

1
Foster a diverse workforce that represents wider society as a critical part of our corporate and strategic goals.

2
Be an anti-racist and anti-bias organisation with a systemic approach to tackling racism and promoting a culture of equal opportunity across our talent programme, leadership capability, business practices, supplier choices and partner relationships.

3
Recognise that equality requires equitable decision-making.

4
Use a transparent and data-driven approach to drive ongoing and lasting change.

5
Measure progress and drive leadership accountability around improving representation and engagement of our diverse employees.

6
Focus on real and cumulative outcomes, progress and change.

7
Make growth of a more diverse and inclusive organisation our collective and individual responsibility.

Regional voices – strengthening our capabilities

We recognise the variation and complexity DEI brings for our business across multiple markets. In 2020 and 2021, we welcomed the introduction of Chief Equity Officers within each of our regions, to work with leaders and colleagues to continue our commitment to creating a diverse and inclusive workplace. This intentional model allows us to embrace regional challenges and empower local leaders while operating from one connected and consistent four-pillar DEI framework. Together, they bring independent insight, shape strategy, and drive the integration and prioritisation of DEI at a regional level. Local councils also support with senior leadership representation and sponsorship to address issues and identify steps for improvement.

We are investing in our people and leaders through purpose-built education and training centred on inclusion, and introducing clear pathways to promote female talent. Our target is for 50% of our senior leaders to be female by 2025; at the end of 2021, 34% of our senior leaders and 47% of our global executive team were female.

We have taken this approach in all our regions, working in different markets to identify key issues and raise awareness of creating a more inclusive workplace.

In the Americas, we continue to have brave conversations about difficult issues. Nearly 300 leaders and managers have taken part in Fearless Futures Training, which features a series of deep-dive workshops focused on privilege and equity. Using Meta's Virtual Reality (VR) technology and VR for Good platform, participants gain experiences outside of their daily lives, as a way of building empathy and understanding for other people's lived experiences.

In APAC, we led a series of innovative new drama workshops focused on disability. We are also building strength and capabilities through Employee Resource Groups, covering issues such as gender, LGBTQ+, neurodiversity, mental health, racial equality and disability.

In EMEA, our local DEI committees and active employee networks continued to drive our DEI commitments, with over 150 colleagues leading initiatives. We have also become key signatory members for Diversity Charters in some of our markets, including Germany and Bulgaria.

"By focusing on a data-driven approach, we can look beyond the leadership figures. We can consider the levels of organisational parity from top to bottom and across every region. This is vital in helping us to achieve long-term parity."

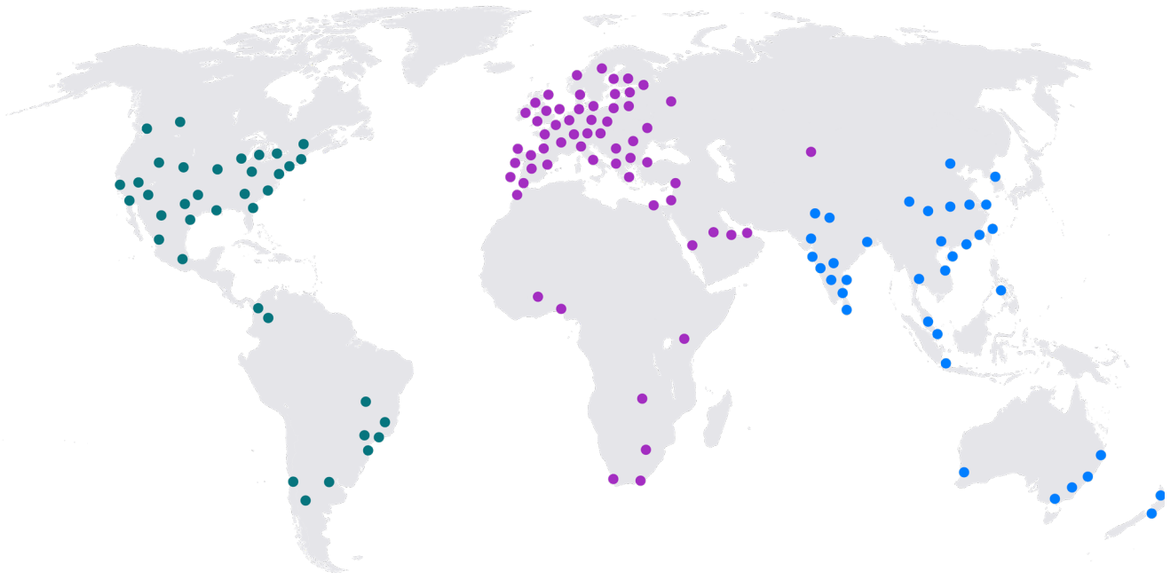
Pauline Miller
Chief Equity Officer, dentsu EMEA

"Achieving distinction in DEI is a journey, not a destination. With constant environmental and political change we will always find ourselves adjusting to new realities. That's why it's important we continue to role model inclusive behaviours to drive culture change and ensure the values of DEI are understood and acted on by all."

Rashmi Vikram
Chief Equity Officer, dentsu APAC

"We take a top-down and grassroots approach to our diversity, equity, and inclusion efforts so that DEI permeates every aspect of our business. We've made meaningful progress starting with our regional leadership to promote transparency and accountability, drive client impact, and create better business outcomes. We believe that sustainable DEI requires widening our understanding of inclusion and embedding the practice of inclusive mindsets and behaviours into our daily ways of working."

Christena Pyle
Chief Equity Officer, dentsu Americas



Supporting human rights in our workplaces

This year, dentsu America's work on inclusivity for our LGBTQ+ community received recognition from the highest level. We were awarded a perfect score of 100 in the Human Rights Campaign Foundation's 2022 Corporate Equality Index, the foremost benchmarking survey on LGBTQ+ workplace inclusion in the US. The report measures corporate policies and practices that drive inclusion and support for employees who identify as LGBTQ+.

The Index recognises our industry-leading policies and benefits, efforts around inclusive recruiting, and inclusive onboarding and training programmes. It also recognises the work and advocacy of our Business Resource Group leaders and DEI champions, who facilitate the courageous conversations that drive us to be more diverse, inclusive and equitable.

HUMAN RIGHTS CAMPAIGN

Dentsu UK creates an award-winning environment for LGBTQ+ colleagues

Dentsu UK's efforts to create an inclusive and welcoming environment for LGBTQ+ colleagues have been recognised by Stonewall, a leading campaign group that fights for the freedom, equity and potential of all LGBTQ+ people. Stonewall ranked us 59th on their annual Top 100 Employers list for the second year running.

We also secured a Gold Award for our commitment to inclusion of bi and trans people in the workplace and were the highest-placed UK media agency group for LGBTQ+ inclusion.

Eliminating barriers to workforce entry in New Zealand

In November 2020, dentsu NZ began working with TupuToa on reducing entry and advancement barriers which are biased against Māori and Pasifika communities.

Since starting the partnership, dentsu NZ has more than doubled our Māori and/or Pasifika representation (11% in 2021 versus 5% in 2020) via a graduate recruitment pathway and 11 of our leaders undertook Cultural Competency training. The training covered an introduction to understanding Te Ao Māori and Pasifika cultural values and world views, developing cultural capital, leadership and mentorship, among other topics. TupuToa has also provided learning sessions to the wider business on Matariki (a significant cultural event).

Building on from this, in November 2021, we began running our first official internship programme through TupuToa as part of our mission to expand the cultural capability of dentsu NZ.

Dentsu creates a language without limits to educate on empathy skills

On the first day of Pride month in the Philippines, we launched TheUnlimitedLoveLanguage.com to help people learn how to speak with complete love and respect to LGBTQIA+ friends, families and coworkers. Unlike other language guides, the website isn't a one-size-fits-all translator. It draws from the personal experiences of LGBTQIA+ individuals to explain how some supposedly loving statements make them feel, and what they feel can be said instead.

As Roki Ferrer, Strategy and Research Lead, dentsu Philippines, said: "People think that not being bluntly homophobic makes them supportive. But tolerance is not acceptance. That's why we need to condition people's minds towards the unconditional acceptance by heart."

Transparency through data

We continue to collect and improve our employee data where we can, using it to create a better understanding of our team's diversity, make more informed decisions and identify challenges and any barriers that may be obstructing our efforts to build an inclusive workplace.

We have taken steps to improve our employee data, in markets where we can legally collect it. We encourage employees to share data as part of Self ID and made steady progress in 2021, proactively collecting ethnicity data in 18 markets, with around 50% of employees disclosing. However, we recognise there is still much more to do in this area to build and retain trust in how data is managed in an expanding digital environment.

47% of the global executive team identify as female

Investing in employee education

Creating a culture of anti-bias and anti-racism is one of our global principles; investing in education and training for all our people is one way we can achieve this.

In 2021, this included launching Inspiring Inclusion, an education and learning programme for leaders and employees. It includes an interactive learning experience completed by over 900 senior leaders, and an e-learning suite delivered to over 30,000 employees in 17 languages.

Inspiring Inclusion provides tools and frameworks for senior leaders to talk to their teams about creating a more inclusive culture. It also provides employees with practical tips and techniques to make them more aware of cultural differences and adopt mindsets and behaviours to help them navigate these.

The programme has had an immediate impact, and 95% of leaders say they plan to take more intentional action to foster inclusion.

"We now have the tools to have on-going conversations and create a culture of inclusivity, diverse thinking and collaboration," said Jackie Sandoval, Associate Director, Learning and Development, dentsu Media.

Employees who took part in our Inspiring Inclusion programme:

85%
said they had a deeper understanding of challenges around inclusion

84%
plan to take more intentional action

85%
will be applying the knowledge and skills gained to their jobs

Our target

Aim for 50% of Directors and Executives in dentsu international being female by 2025

Our performance

34%
2021

Supporting ambition on the Path of Tabei

We are committed to supporting our gender ambition through career and talent investment. In 2021, we launched 'The Path of Tabei' learning experience, focusing on the development of female leaders in dentsu and their careers. The programme, which is sponsored by our CEO Wendy Clark, supports our ambitions to achieve gender diversity in leadership – across our senior executives and dentsu international executive team.

Named after pioneering mountaineer Junko Tabei (1939–2016) who was a Japanese mountaineer and author, the global programme accelerates the development of our game-changing talent and potential female leaders. The Path of Tabei encourages participants to declare a bold vision, share it and follow it. It offers deep feedback insights, explores career paths and fosters development into leadership. Alongside enabling our gender goal of having 50% of senior executives, executives and the dentsu international executive team being female, in support of the gender goal ambition, the programme offers radical collaboration and networking. We are looking forward to seeing what lies ahead for our participants as they shape their aspirations and put their learnings into action.

Growing the movement for self-identification

In recent years, the movement to self-identify and provide preferred pronouns has grown. Despite a rise in awareness, we have found that self-identification has plateaued in our US and Canada operations.

But authenticity and inclusivity is important. As we continue to dedicate our efforts to DEI, we are helping more employees to appreciate the value of self-identification and disclosure.

In Canada, we commissioned a local ink maker to create a custom black ink exclusively for dentsu, made with all shades of the spectrum, along with a short film documenting the creation of the ink. Every employee receives a dentsu pen with Inklusive ink as a reminder that every member of our team has a valued contribution. This is an invitation to write progress with us, and for those who feel comfortable, to share a part of themselves, their story, with us (and their identity with HR through self-identification).

Empowering our leaders in North America

Investing in growth and leadership opportunities for our employees at dentsu is one of our core commitments to increase representation. In 2021, the dentsu Americas DEI team developed a partnership with McKinsey & Company to help grow and develop our underrepresented talent.

During the year, 170 mid and senior leaders and managers from dentsu US and Canada participated in McKinsey's Connected Leaders Academy, with 200 more scheduled for training in 2022. Participants hone core leadership and management capabilities through a series of digital courses, expert webinars and small group leadership discussions in programmes lasting 3–6 months. The programme curriculum focuses on tactical business acumen, problem solving and cross-functional operations, and empowers people to develop their personal brand and drive change. The senior leader cohorts are also paired with executive sponsors from dentsu.

Creating a diverse and inclusive supply chain

Diversity and inclusion are not just issues for internal discussion and action – we also work with suppliers to tackle inequality. As well as introducing new ideas and resources to help our supply chain thrive ethically and fairly, these actions also signal to our stakeholders that we are serious about addressing racial and social injustice.

Supporting economic inclusion with new offering in the US

Dentsu continues its commitment to deliver meaningful media by launching an Economic Empowerment offering, aimed at combating inequalities in media spend, supporting Black- and diverse-owned media in attracting greater advertising spending. The new team will support minority-owned media companies by establishing client benchmarks to reach diverse media audiences.

Inspiring Inclusion sessions provided to 900 executives and Realising the Power of Inclusion training provided to over 30,000 employees in 2021

As part of our support for minority-owned media partners in the US, we have reduced our payment terms to 30 days in an effort to ease financial pressure. Many of these partners have told us that standard terms of 60 and up to 120 days are a challenge to their operations and cash flow, especially as the effects of COVID-19 are still being felt.

As Jacki Kelly, CEO dentsu Americas, said: "Updating our payment terms for minority-owned business partners will enable them to more easily access capital, create more content, offer more programming opportunities and propel the cycle of growth. Lifting the burden of having to carry production costs is a key enabler to create equity in media."

Reaching under-represented groups together

In 2021, we launched 'Together' across dentsu UK, a new initiative enabling brands to make more authentic connections with diverse audiences across the country. The new DEI proposition boosts our clients' connection with under-represented media audiences, who often have specific needs and expectations. It is particularly aimed at reaching LGBTQ+, ethnic minorities and the over 50s, in a more tailored and approachable way to build long-term relationships.

Identifying this 'Inclusivity Gap' is the difference between how well marketers think their work is landing, compared to the lived experience of actual people. The Together strategy sets out to tackle that disparity and we believe this progressive step is vital for our clients' success.

Lee Mabey, Media Growth Strategy Director and Co-Chair of &Proud at dentsu UK&I, developed and led the Together scheme. He explains: "Together is an essential step in our journey to create a more inclusive media landscape. Supporting diverse publishers and educating brands on how best to engage with everyone in society will help our clients make authentic, lasting connections with communities across the UK." We are proud of this development, and will continue to further our commitment to diversity and inclusion.

Female Foundry

Female Foundry is our global mentorship programme designed to help women founders rise to today's challenges and create a better future for themselves, their companies and their communities.

Now launched in eight markets, the intensive programme has helped 120 founders to build a business and boost diversity and inclusion in the global business leadership community. The women entrepreneurs receive access to the training, resources and connections they need to create successful digital businesses, with support from a dentsu volunteer, who acts as their mentor.

With a maximum of 15 participants each, the programme also features a series of bootcamps tailored to reflect specific local market challenges. For the last two years, due to COVID-19, the course has run online, addressing issues such as moving a business from start-up to growth, the customer journey and developing a digital strategy.

Supporting female entrepreneurs and their aspirations in South Africa

Dentsu established the Female Foundry to amplify the voice of female entrepreneurs. The global mentorship programme seeks to build successful digital economy businesses and empowers change-makers to accelerate their growth. By 2020, we were proud to have exceeded our goal to support over 100 female-founded businesses, and we have committed to supporting 500 more by 2030.

In 2021, in dentsu South Africa, we ran our second Female Foundry bootcamp for female-founded businesses. The eight-week programme consisted of learning modules to help the entrepreneurs develop their leadership skills, with support around interrogating business models, mapping customer journeys and strategies for thriving in a digital marketplace.

At the end of the programme, the 14 participants took part in a final pitch event that was jointly won by Nkateko Mtshina, owner of Akachi Media, and Nicola Kok of Simply Granola. Nkateko explained that: “Female Foundry opened my eyes to many things I did not have a solid understanding about and confirmed what I’m doing right.”

Nicola added: “Not only was the programme extremely insightful, but I’m also inspired to see more female entrepreneurs pave their way to success in South Africa.” Dentsu is committed to our 2030 goals around Female Foundry, and we are excited to help more female-led businesses scale for growth.

Dentsu partners with Paytm to lift the lid on gender equality and finance
Agency: **dentsu India /** Client: **Paytm /** Market: **India**

To honour International Women's Day, we worked with our client Paytm to conduct a social experiment to understand gender disparity in the context of financial literacy in India. The work also aligned with our own commitment to gender equality, as detailed in our Social Impact strategy.

The Divide – A Social Experiment was an innovative and mould-breaking campaign that urged the audience to separate gender from finance. A group of men and women were asked a series of questions, taking a step forwards or backwards depending on their answers. The questions gradually ramped up to cover finance, asking whether participants had ever taken out an insurance policy or managed their own earnings.

After all the questions were asked a huge gap had grown between men and women, which clearly showed the difference in financial literacy and independence between the genders. Many of the participants, especially the women, were shocked at the disparities that had been revealed.

"We wanted men and women both to realize the importance of teaching and learning matters related to money," said Anupama Ramaswamy, Managing Partner and National Creative Director, Dentsu Impact.

The campaign was followed by 4.1 million people on Instagram, 3.1 million on Facebook and one million on Twitter, as well as 294,000 subscribers on YouTube.

Enhancing our reach through partnership

We cannot effect systemic change alone; collective action is crucial. Partnering with other businesses, governments and individuals brings together resources, different perspectives and new thinking that can help to solve complex challenges.

Our involvement with a wide range of partnerships helps reinforce our focus on creating a diverse and inclusive culture. It allows us to share our expertise and knowledge too, while also helping us to monitor our own progress.

Partnering for Racial Justice in Business

Eradicating racism in the workplace is the clear and explicit goal of the World Economic Forum's Partnering for Racial Justice in Business, a new organisation of which dentsu international is a founding member. The initiative is also setting new global standards for racial equity in business and provides a much-needed platform for businesses to collectively advocate for inclusive policy change.

In total, 48 organisations representing 13 industries, with more than 5.5 million employees worldwide, have joined the initiative. Among key requirements is the need for members to put racial and ethnic justice on the Board's agendas and set a long-term strategy to become an anti-racist organisation.

One of the initiative's starting points will be Black inclusion and addressing anti-Blackness, historically one of the most pervasive forms of racism. A broad-brush approach to racism fails to grasp its effects on different under-represented groups, so a more targeted and specific approach to tackle it in the workplace is required. As the initiative evolves, it will seek to increase the visibility of racially and ethnically diverse leaders throughout industries, and expand its focus to include additional racial and ethnic groups.

Global Parity Alliance

As founding members of the World Economic Forum's Global Parity Alliance, we are part of a cross-industry group of companies taking action to accelerate DEI in the workplace and beyond.

Using existing data, expertise and action frameworks, the Alliance is helping business leaders to take ownership and deliver DEI change, sharing what works, raising each other's aspirations and elevating DEI actions across companies beyond the Alliance.

Valuable 500

Dentsu is part of the Valuable 500, an initiative that promotes the active participation of people with disabilities. Our membership reflects our commitment to respecting employee diversity and developing solutions for people with disabilities in the advertising communications industry, working in collaboration with others to make this possible.

Promoting equality

In 2021, global events continued to raise awareness of racial and social injustice among communities all over the world. The COVID-19 pandemic, rising inequality, political instability, racial tension and transgender politics all highlight the challenges that many face in society.

At dentsu we are committed to creating opportunity for those who need it most, and to driving change through our unique ability to raise awareness, challenge perceptions and promote equality. We have the power to spotlight systemic inequality, including fair and equal access to education, healthcare and employment. We can also create empathy and bridges to greater understanding and tolerance.

Our 2021 achievements

In 2021, we continued our commitment to promoting equality, working in close collaboration with our clients and partners all over the world. Together we created campaigns to unlock human understanding, challenge perceptions and create positive behaviour change. We continue to align our work to the UN Sustainable Development Goals (SDGs), promoting equality with a central focus on SDG 5: Gender Equality and SDG 10: Reduced Inequalities. Our goal is to reach one billion people with campaigns that challenge perceptions and stereotypes by 2030, and in 2021 we made great progress, reaching over 198 million people. Our work focused on issues including violence against women, women's empowerment and equality for all regardless of sex, gender, disability and race.

Our target

Reach 1bn people with campaigns that challenge perceptions and stereotypes

Our performance

198m

2021

2021 achievements continued

We are honoured to have won accolades for our campaigns, further raising awareness of these important issues, including a Cannes Silver for 'Roadside Market', a Mastercard campaign that promotes equal access to market for small vendors across Romania. In Latin America our creative agency Isobar Argentina took home the Grand Prix and two gold medals for Best Creative Campaign and Best Campaign for Social Good at ECHO Latam for 'Hits Que Duelen', a campaign with FENA addressing sexist and misogynistic language in music. Campaign Asia recognised our gender violence campaign for RainLily, naming it one of the top five applause-worthy ads across Asia Pacific in 2021.

At the same time, we continued our work to address the underlying issues exacerbating inequality including health and wellbeing, an issue which remains in the global spotlight. As COVID-19 continued into its second year, dentsu teams around the world partnered to deploy their skills and tools to ensure vaccine equity and access for all, reaching 373 million through campaigns in the fight against COVID. We were also proud to continue our pro bono support of non-profit Malaria No More, with the successful launch of 'Draw The Line' against malaria, reaching over 441 million people across 52 African countries in the first six months alone. The campaign has since won multiple awards, claiming both the Grand Prix and Social Good accolades at the World Media Awards 2021. In 2022, we are continuing our support, driving awareness and advocacy in the run-up to the Commonwealth Heads of Government meeting in Rwanda. Our work to empower people to call for improved healthcare and prevention of infectious disease has collectively reached over 833 million people, far surpassing our initial goal of 250 million people.

Promoting gender equality

Gender equality is more than a basic human right, it is a way to achieve a fairer society overall. The global pandemic was a major influence throughout 2021, disproportionately impacting the world's most vulnerable people, especially women and children. The UN Women's report *Progress on the Sustainable Development Goals: The gender snapshot 2021* brings clarity to the detrimental effects of the pandemic on gender equality, showing the latest data on gender equality across all 17 SDGs. This is especially true when looking at intersectionality, such as gender and disability, gender and race, and migrant women. At dentsu we continue to place gender diversity and gender equality at the forefront of our global efforts, targeting lasting and systemic change as a priority. Through our work we challenge stereotypes and representations of women in society. Addressing bias, discrimination and stereotypes is a critical element in driving and enabling equality, and promoting equality.

Dentsu teams up with Starbucks to launch new female-led journalism

Agency: **iProspect, Carat, BW /**
Client: **Starbucks, Red Pacto Global Chile (UN Global Compact, Chile) /** Market: **Chile**

Women and their voices are still under-represented in many spheres. The global percentage of media space dedicated to female issues does not exceed 25%. It is vital for gender equality that we continue to promote female empowerment – and it makes sense that women should be writing about issues that matter to women. In October 2021, we partnered with Starbucks in Chile to help launch a new publication to offer more women a space to put pen to paper. *Woman Times*, the country's first newspaper aimed at a female readership, was the result. Every month, Starbucks opens one of its stores as a newsroom, inviting a team of female journalists to produce the next issue of the newspaper, which is available in print and online.

Some of the issues we've covered include women in leadership, violence against women, feminism and female allies. The newspaper focuses on women's rights and equality in Chile, and offers visibility to minority groups fighting for gender equality.

With a 92% female readership, the newspaper is also followed by an impressive group of politicians, influencers and business executives across Chile. *Woman Times* was an unexpected new media channel, but the traditional news media in Chile has since recognised the need for the publication to help reverse the gender gap in the media. Editors have been invited to more than 45 events in just five months since initial publication to present the newspaper. And most importantly we increased the amount of media dedicated to women by 5%.

Due to the success of the publication, we will continue partnering with Starbucks to launch *Woman Times* in Uruguay and Argentina.

Showing our true colours to celebrate LGBTQ+ communities

Agency: **dentsu /** Client: **dentsu /** Market: **Italy**

Every year more and more brands support diversity in Pride. It is not only the right thing to do, it is what consumers expect. Participation in Pride also offers an opportunity for radical collaboration across industry and sectors. That's why in 2021, we curated a unique collection of global brands to take part in a two-week Pride campaign, *Rainbow Brands*, supporting LGBTQ+ communities in Italy. Bringing these ten brands together made them into an integrated symbol of Pride.

The concept of the campaign was a multi-brand rainbow to honour the rainbow flag that represents the LGBTQ+ communities. KFC, Very Mobile, Sky, Plasmon, Pringles, Wind Tre, Heinz, Nestlé, Fastweb and Engie all took part in this innovative campaign to challenge perceptions and promote equality.

Each brand was highlighted using a colour from the flag and unified under a simple message: 'Diversity makes everything more beautiful, even in an ad.' The campaign brought splashes of colour to both print and outdoor media, including an eye-catching feature at a train station in Milan, where it reached more than 1,365,000 people over seven days.

In the national newspaper *Corriere della Sera*, we boldly placed a campaign advertisement that urged lawmakers to push back on anti-homophobic laws directly under a story about the Vatican. Press coverage in two publications on 23 and 24 June reached 634,881 total readers, while influencer marketing yielded more than 400,000 impressions for 30 pieces of content.

Raising our voice to combat violence against women with FENA

Agency: **Isobar /** Client: **Somos Fena /** Market: **Argentina**

In 2021, every 22 hours saw a woman murdered in Argentina. To directly address this shocking statistic, dentsu Argentina created a campaign encouraging songwriters to consider how the messages in their lyrics could combat violence against women. 'Hits Que Duelen' (Hits that Hurt) addresses sexist and misogynistic language in music, with a focus on the voices we hear and amplify. Isobar created the campaign for FENA, a non-profit organisation that addresses issues around symbolic violence in society from a gender perspective.

"There are songs that we sing without thinking about what they say and the violence of their words," said Matías Martty, Creative Director of Isobar Argentina.

As part of International Women's Day, FENA took the lyrics of popular songs and used them to write fake news stories about gender-based violence, publishing these stories in different national media.

The campaign triggered surprise and debate, with FENA's reach on social media growing by 300%. The thought-provoking and engaging campaign won the Grand Prix and two gold medals for Best Creative Campaign and Best Campaign for Social Good at ECHO Latam.

Powering sport one Tikkie at a time

Agency: **dentsu Benelux /** Client: **Fonds Gehandicaptensport /** Market: **The Netherlands**

The power of a Tikkie! Dentsu partnered with the Dutch Fonds Gehandicaptensport (Disabled Sports Fund) to ensure disabled athletes excelled in sport and didn't face additional challenges with fundraising.

Athletes with disabilities face barriers when fundraising; door-to-door collections are especially challenging, which were further restricted by COVID-19. To address this hurdle dentsu and Dutch Fonds Gehandicaptensport created *Power Talks to PowerTik*, an impactful campaign that told the stories of five athletes with disabilities and ran in the Netherlands throughout April 2021. The athletes shared why sport is so important to them, with the aim of inspiring a million more potential disabled athletes to get involved. The campaign brought attention to the barriers athletes with disabilities face when fundraising.

By using PowerTiks – which refer to a well-known digital payment solution in the Netherlands called a Tikkie – individuals and sport clubs can create their own digital collection box on the fund's website. The campaign reached six million people across the Netherlands and helped to raise €250,000. Dentsu is proud to have become a long-term partner of the foundation, with a vision for bringing awareness to these outstanding athletes for many years to come.

Addressing violence against women with RainLily

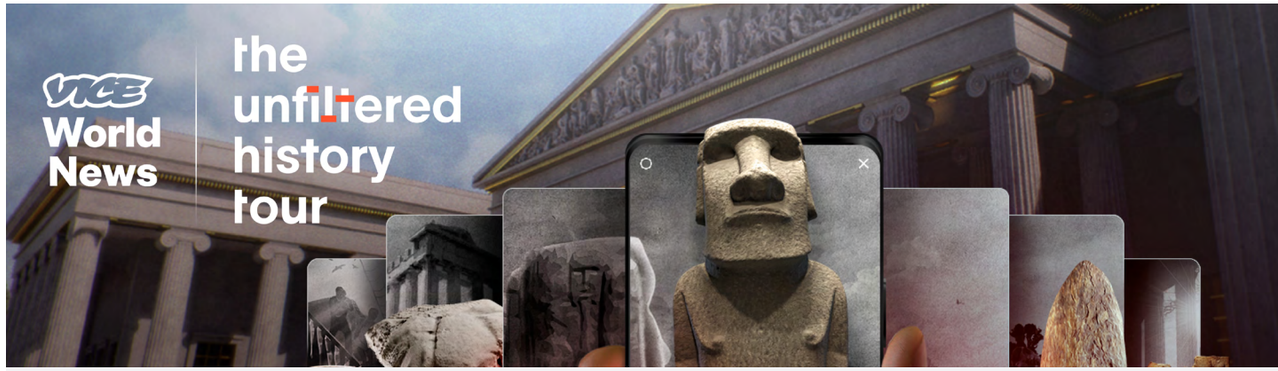
Agency: **dentsu international Hong Kong /** Client: **RainLily /** Market: **Hong Kong**

In Hong Kong one in seven women have suffered from sexual violence, and the wall of silence surrounding this urgently needs to be broken down. At dentsu Hong Kong, we partnered with RainLily, a local organisation that supports victims of abuse, to shed light on the reality and raise awareness.

Every agency department worked together on the #OneinSeven campaign, which ran on all mainstream digital video platforms, TV and out-of-home media. To encourage people to donate, share and learn more, RainLily's website was revamped with a new emphasis on a seamless experience by Isobar, dentsu's creative agency in Hong Kong.

Simone Tam, CEO of dentsu Hong Kong, told us: "When I first learned from RainLily that one in every seven women in Hong Kong has been a victim of sexual violence, I knew we had to do something about it. With our talents, expertise and network, I believe we have the power to influence and inspire. By working together, we can make a positive impact in our society."

The campaign achieved a total reach of 5.6 million people and was recognised by Campaign Asia as one of the top five applause-worthy ads across Asia Pacific in 2021. As the issue is often not taken seriously in society despite the increasing number of victims, this campaign's significant reach brought people's attention to the issue and promoted the resources provided by RainLily for those in need.



Touring the history of the British Museum without a filter

Agency: **Dentsu Webchutney /** Client: **Vice World News /** Market: **United Kingdom**

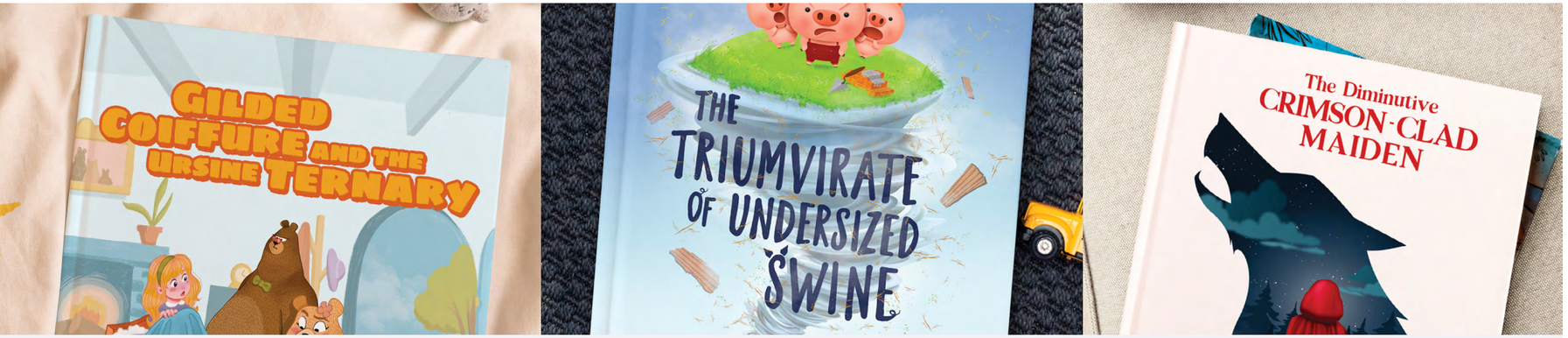
The British Museum holds a collection of over eight million culturally and historically significant artefacts and is a destination for visitors from around the world. Few of those who come to view its exhibits know that many of these works were forcibly stolen by the British Empire. Today, restitution advocates from around the world are calling for their return.

Dentsu Webchutney worked with Vice World News to devise 'The Unfiltered History Tour' – a guerrilla interactive tour of the British Museum telling the story of ten looted items currently on display at the museum. Users can take the tour at home or on-site.

This unofficial tour uses Instagram filters to scan and identify life-sized 3D objects in the museum, unfiltering centuries of colonial narrative and providing a platform for underrepresented voices, without any agenda. Users are given an immersive audio-video experience, featuring a comprehensive history of famous artefacts including Egypt's Rosetta Stone, Ghana's Akan Drum and Australia's Gweagal Shield. This is supplemented with extended podcasts available on the Unfiltered History Tour website.

The campaign challenged people's perceptions about the historical narratives we are taught versus the more complex realities. The work also promoted equality by giving a voice to those who would otherwise be left outside the narrative. So far, the campaign has generated 55,000 website visits, two million video views on TikTok and over 31,000 podcast downloads. With a total of 18 million campaign impressions, 'The Unfiltered History Tour' represents a positive step forward in correcting the narrative.

Dentsu Webchutney's History Tour has led India's tally in most of the major award ceremonies, with 19 medals at Spikes Asia 2022, 18 Pencils and a Best of Discipline at The One Show 2022, and eight Pencils at the D&AD Awards.



Unscrambling the reality of dyslexia

Agency: **dentsumcgarrybowen, Dentsu Studio, Isobar /** Client: **Dyslexia Canada /** Market: **Canada**

One in five people worldwide has dyslexia, and the neurological condition is not just about jumbled letters or words jumping around on a page. All too often young people with dyslexia are dismissed as being slow or unmotivated. Dyslexia Canada is on a mission to ensure that every child with dyslexia in the country gets a fair and equitable education and to demonstrate what it is like to have the condition to those who don't.

Working closely with the charity, we created a campaign to demonstrate that dyslexia is no fairy tale. The It's Hard to Read campaign rewrites classic children's fairy tales using words that deliberately complicate the story to overwhelm the reader and highlight the difficulties of dyslexia. The bilingual campaign gives the audience a glimpse of what children with dyslexia experience every day, highlighting that for those with the condition, no story is simple.

The out-of-home and print experiential campaign uses familiar illustrations along with altered titles of classic children's books: *The Three Little Pigs* becomes *The Triumvirate of Undersized Swine*; *Goldilocks and the Three Bears* is renamed *Gilded Coiffure and the Ursine Ternary*, while *Little Red Riding Hood* becomes *The Diminutive Crimson-Clad Maiden*.

The campaign is accompanied by an immersive new website, itshardtoread.org, which has since been dubbed the hardest website to read in the world. The site aims to help those with dyslexia overcome the learning disability, and properly educate others on the reality of the issue.

"For a person with dyslexia, the printed word can seem like a foreign language that everyone understands but you. Dentsu immediately understood the gravity of the situation and the impact of the lack of awareness and understanding," said the charity's founder Keith Gray.

"We are grateful for the time dentsu took to really listen and understand that dyslexia is more than just reversing letters or scrambling words."

The campaign resulted in over 51.3 million radio impressions and 777,000 visits to the new website. A further 2.67 million interacted with outdoor media, while over nine million people were exposed to print coverage of the campaign. This extensive reach has increased much-needed awareness around the issue. In February 2022, the Ontario Human Rights Commission ruled in favour of Dyslexia Canada, forcing the provincial government to take action to modernise its curriculum with materials and programmes that recognise and help those with dyslexia.

Good health and wellbeing

Ensuring healthy lives and promoting wellbeing at all ages is essential for sustainable development and removing barriers to equality. But with more than 50 million premature deaths every year, more action is needed to eradicate a wide range of diseases and address different persistent and emerging health issues. We are committed to helping achieve UN Sustainable Development Goal 3, which aims to achieve health and wellbeing for all, at every stage of life. To support this we collaborate across brands, NGOs and charities, including helping eradicate infectious diseases such as malaria and supporting campaigns to raise awareness around the value of vaccinations.

Turning the world's attention to the deadliness of malaria

Agency: **dentsu international /** Client: **Malaria No More /** Market: **Global**

In 2021, we were proud to partner with global NGO Malaria No More UK to launch 'Draw The Line Against Malaria'. The star-studded creative campaign invites youth from across Africa and the globe to join the movement to end one of the world's oldest and most deadly diseases. The global integrated campaign is the latest in a three-year pro bono partnership involving creative and media agencies from across the dentsu international network, aimed at ending a disease that kills a child every minute.

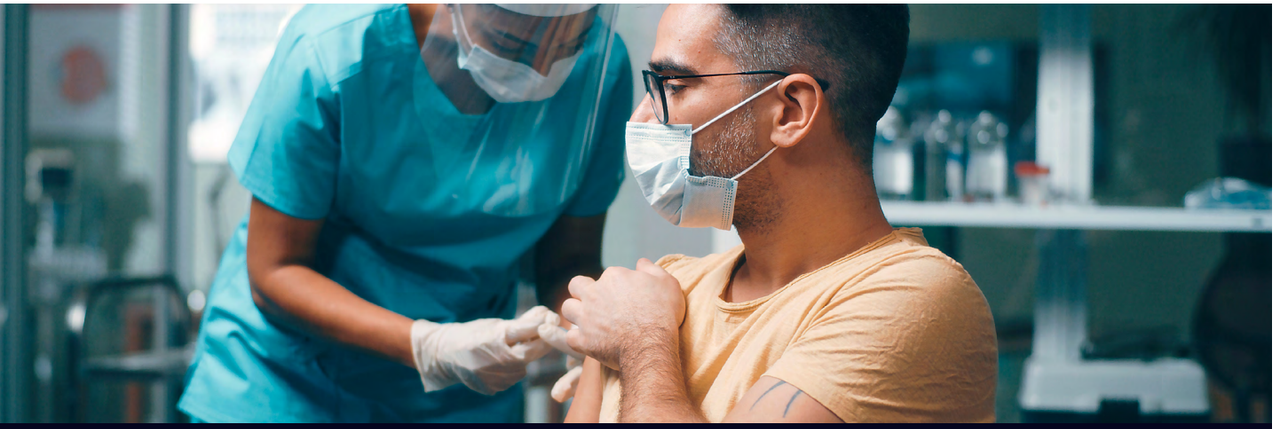
The campaign invites people to share the cinematic hero film, directed by acclaimed Nigerian music video director Meji Alabi, which showcases the captivating talent and energy emanating out of the African continent, including **Dr Omotola J Ekeinde**, Nigerian actress and philanthropist; **Osas Ighodaro**, Nigerian-American actress and producer; **Saray Khumalo**, South African explorer; **Eliud Kipchoge**, Olympic Gold-medallist and marathon world record-holder; **Siya Kolisi**, Captain of the Springboks, South Africa's World Cup winning rugby team; and **Sherrie Silver**, award-winning Rwandan British choreographer.

At the heart of the campaign is a fresh new universal visual language made up of lines, symbols and patterns, the 'Muundo' created by acclaimed Nigerian artist, activist and human rights lawyer, Láolú Senbanjo. Each line will create a unique piece of art that is added to a globally crowdsourced mural. The artwork will be presented to world leaders as a collective message of solidarity powered by the people at the Malaria and Neglected Tropical Diseases Summit in June 2022, on the eve of the Commonwealth Heads of Government Meeting in Kigali, Rwanda. The Summit is a milestone moment in the malaria fight and enabler of game-changing political decisions including delivering the commitment to halve malaria across the Commonwealth by 2023.

Over 100 dentsu volunteers from Amsterdam, Cape Town, Copenhagen, Geneva, London, Nairobi and New York worked in close collaboration with a collection of agencies, including the African Leaders Malaria Alliance (ALMA), the African Union Commission, The Bill & Melinda Gates Foundation, Impact Santé Afrique, Malaria No More UK, RBM Partnership to End Malaria and Speak Up Africa.

The creative and strategy was led by Isobar Amsterdam, with dentsu media agencies iProspect and Carat collaborating to drive media planning across multiple African markets including Kenya, Nigeria, Rwanda, South Africa and Zambia as well as target donor markets including the UK, USA, Japan and Australia. The digital platform was created by Isobar in collaboration with Firstborn.

Daniël Sytsma, Chief Design Officer, dentsu Creative, said: "We worked with creators and makers from across Africa to design this campaign as a movement, one that celebrates the creativity and positivity from a generation that is ready to claim their future. With the Muundo we want to provide young people with the tools and the language to deliver a powerful message."



Joining forces to increase understanding of COVID-19 vaccines

Agency: **dentsu health /** Client: **dentsu /** Market: **United States**

Vaccinations have dramatically changed the prevalence of diseases throughout the globe such as smallpox, measles and polio. However, approximately a quarter of Americans are reluctant to get vaccinated against COVID-19. To raise awareness of the benefits of vaccinations, dentsu health worked with the Ad Council and the COVID Collaborative on a major information campaign across the United States of America.

Research by the Ad Council in February 2021 revealed that nearly 40% of Americans had not yet made a firm decision to get vaccinated. The data also showed the need to end confusion and bring fresh knowledge to communities of colour, who had been disproportionately affected by COVID-19, had little trust in the government and medical community, and were therefore highly hesitant towards vaccines.

We joined forces with more than 300 major brands, media companies, community-based organisations, faith leaders and medical experts to reach Black and Hispanic communities that have been most affected by the pandemic. Our goal was to help shift this public opinion and encourage a 70% take-up in vaccines.

Kathy Kayse, Chief Media Strategy and Partnerships Officer at the Ad Council, said: "Dentsu health activated the power of their network and came to the table with a robust segmentation approach, helping us to educate millions of Americans about the COVID-19 vaccines. We were honoured to be one of their earliest clients and are excited to see what is next for dentsu health."

Working with UNICEF to Give the World a Shot

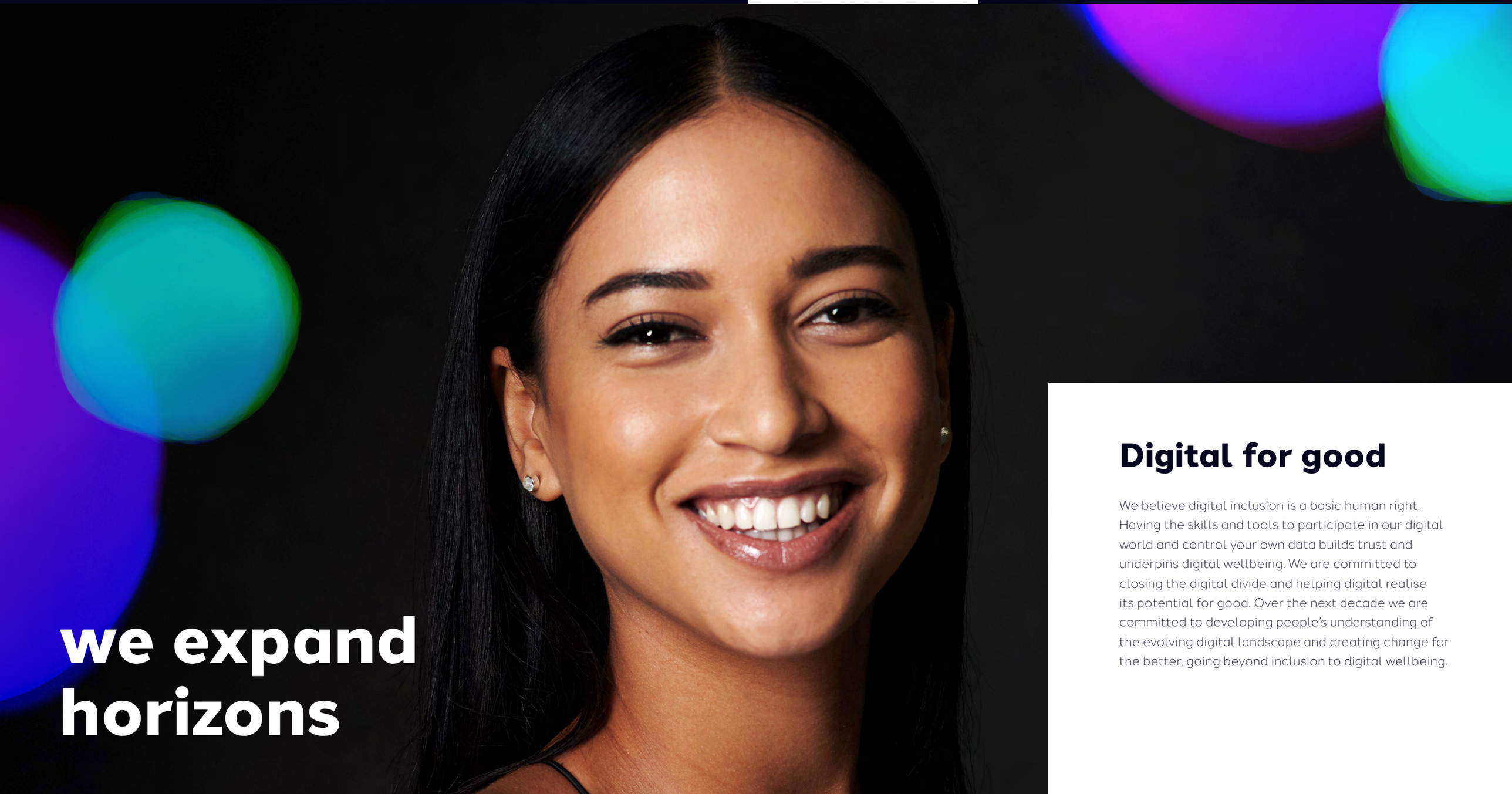
Agency: **dentsu ANZ and Carat /** Client: **UNICEF's VaccinAid appeal /** Market: **Australia/New Zealand**

The largest vaccine-supply operation in history is underway across the world, and UNICEF is at its forefront. The organisation has been organising international transport of COVID-19 vaccines for COVAX as they deliver lifesaving supplies across countries around the world. This initiative is aiming to protect frontline health and social care workers, alongside high-risk and vulnerable groups. We at dentsu and Carat partnered with UNICEF Australia to support the COVAX initiative, a global drive to ensure people in developing countries have access to COVID-19 vaccines.

In September 2021, UNICEF Australia asked Australians to donate to the cause through its consumer campaign, 'Give the World a Shot', which hoped to deliver two billion vaccines in addition to millions of tests and other treatments.

As part of the campaign, a $5 donation contributed two doses of the COVID vaccine in the developing world, and UNICEF Australia aimed to raise at least $1 million by the end of the year. The global vaccine equity mechanism delivered 1.2 billion vaccines to 144 countries within 12 months.

The Australia and New Zealand arm of dentsu donated $10 for every vaccinated employee and called on the rest of the advertising industry to support the scheme. Denstu Australia and New Zealand CEO Sue Squillace said: "We spent time thinking about what it meant for our agency community to be vaccinated, and it centred around freedom and a sense of getting back to normality, spending time with family and friends, colleagues and of course travelling." We at dentsu are proud to play a part in this continued push for equal access to vaccines.



Digital for good

We believe digital inclusion is a basic human right. Having the skills and tools to participate in our digital world and control your own data builds trust and underpins digital wellbeing. We are committed to closing the digital divide and helping digital realise its potential for good. Over the next decade we are committed to developing people's understanding of the evolving digital landscape and creating change for the better, going beyond inclusion to digital wellbeing.

Building a generation of empowered digital citizens

Recent events have highlighted the importance of media integrity and credible, trustworthy information, and accelerated the loss of trust in public institutions and media. The online world offers increased levels of misinformation, while the privacy and digital wellbeing of users remains under threat from multiple sources, including bots and hackers. At dentsu we focus on addressing the digital skills gap for young people, who continue to face job instability and fewer opportunities for development. We are committed to developing a generation of responsible, ethical and empowered digital citizens with the tools to succeed in a constantly evolving landscape. Digital inclusion is the first step to achieving this, and digital wellbeing is the key to sustainable positive change.

Our 2021 achievements

Our ambition is to use our global reach and expertise to support 100,000 young people to become empowered digital citizens by 2030. We will deliver this in collaboration with a network of education providers, our global flagship schools programme, The Code and university partnerships.

We continue to make good progress towards our target, despite disruptions caused by COVID-19 and school closures. In 2021, we reached 12,116 young people across our global network. Of these, 6,312 young people were supported through The Code, and 5,804 through other local education initiatives, such as Merkle's partnership with Howard University in the United States.

Our target

Support 100,000 young people to become empowered digital citizens

Our performance

12,166

2021

The Code: opening doors to industry opportunities

Over 65% of children entering school today will take jobs in the digital economy that don't even exist yet.[1] That's why we are committed to addressing the digital skills gap and supporting careers-focused education for young people. COVID-19 has accelerated this need. Even after finding employment, young people today will continue to face job instability, fewer opportunities for skill development and joblessness.[2] This highlights the urgent need to update educational curricula to reflect the growing demand for digital skills, improving the transition to work for young people. As one of the world's leading digital media and communications network, we can help with this transition because we know the skills, qualifications and competencies young people need.[3]

The Code is our global schools and early careers programme, designed to open industry doors to students and young people from diverse and often underprivileged backgrounds. It aims to foster their creativity while empowering them to safely navigate and take advantage of the opportunities technology provides. Attendees gain the technical, craft and strategic soft skills required to succeed in the digital marketing industry through a programme of immersive workshops, work experience opportunities and apprenticeships. They also work on cutting-edge marketing briefs from some of our biggest clients, which focus on those clients' biggest sustainability challenges and opportunities.

In 2021, we were delighted to launch The Code in France, bringing the total number of markets where we offer the programme to 13. In recognition of the need for online support during continued lockdowns and educational disruption, and with the support of UK delivery partner MyKindaFuture, we expanded access to our digital Code curriculum on the remote learning Connectr platform to all young people globally. In addition to the core ten modules, we launched three new Code digital modules on ethics, social media and food waste, developed by dentsu subject matter experts volunteering their time and expertise. Over 560 volunteers supported The Code as creators, trainers, mentors and judges throughout the year.

In 2021, we also launched our first-ever global 'Rise Up' challenge, delivered through The Code, mobilising young people all over the world to test their new digital skills designing campaigns to combat food waste (see page 20 for more information).

We are proud that following its foundation in the UK, today The Code has reached more than 23,000 young people in 13 markets around the world: Bulgaria , Canada, China, Croatia, Denmark, France, Italy, Mexico, Poland, Singapore, the United Arab Emirates, the United Kingdom and the United States.

In 2022, subject to the lifting of pandemic restrictions, we hope to expand The Code to more young people, including additional markets in APAC.

1 The Future of Jobs: Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution
2 The Context: A Growing Spotlight on Global Youth Issues
3 Global Employment Trends for Youth 2020

Broadening reach through 'The Code Presents'

In 2021, we launched 'The Code Presents' in the UK, a unique YouTube series giving a platform to early career hires from The Code and Gen-Z influencers to interview senior leaders and external change-makers on digital media and sustainability.

The first episode, *We Are a Force for Good*, featured as panellists our UK and EMEA Creative CEO James Morris, Tyler Christian, Code alum and now content creator at dentsu's TheStoryLab, and Leon Ferguson, LGBTQ+ advocate and sustainability activist.

Their wide-ranging discussion touched on what a sustainable world means to them, how the pandemic has shifted consumer behaviour and how creativity can be used to inspire people to combat the climate crisis. The conversation also covered dentsu's approach to empowering a new generation of digital citizens with The Code.

Two further episodes both featured alumni from The Code. The first looked at how dentsu achieves human understanding, careers prediction and staying ahead, and the last, *Radical Collaboration*, reviewed key events at COP26 – the UN Climate Summit in Glasgow.

All three episodes were streamed on YouTube, with over 20,000 views to date. 'The Code Presents' featured in the Ad Net Zero Global Summit at COP26, demonstrating how the advertising industry can help positively engage with people on climate action.

Building a better world through The Code in France

Working with a group of students in France, dentsu volunteers used The Code to teach teenagers how to use their digital devices more responsibly and help build a better world.

Volunteers helped the students, aged between 13 and 15, to build an online game. Students learned about online user journeys, digital advertising, cookies and terms and conditions. There were also lessons on cyber harassment, data protection and how they can protect the images they post on social media. Our aim was to demystify everyday website jargon and educate participants on what happens 'backstage' on the internet.

We also ran virtual classes that looked at the environmental impact of changing our devices frequently and the carbon footprint associated with using cloud services and sending email attachments. Students were also able to learn more about future careers with dentsu and the industry we work in. At every step, they were shown viable and accessible career options in the topics covered by volunteers.

As we continue to develop The Code initiative, two new modules have since been added to the programme: The Dark Web and Cryptocurrency.

The Code strengthens as dentsu partners with Global Shapers in Bulgaria

The Code is well established in Bulgaria, where it won Gold in the B2B Awards 2021 for the country's best green educational campaign of the year. To continue to reach new young people across the country, we have now partnered with the World Economic Forum's (WEF) Global Shapers hub in Sofia. The Global Shapers Community is a non-profit organisation and an initiative of the WEF, established in 2011 with the intention of creating an international network of young leaders who can actively participate in solution-building, impact creation and contributing to their local, regional and global communities through various projects. Youth leaders in the Sofia hub of the Global Shapers Community now support the facilitation of the Rise Up challenge in Bulgaria. In 2022, we were proud to be recognised as 'Employer of tomorrow' for The Code with endorsement from the Polish Ministry of Education and the Ministry of Development and Science.

Dentsu wins prestigious diversity award in the USA and expands to early careers

In February 2021, Dentsu USA won a prestigious student award for programmes designed to increase student diversity, including The Code. The American Advertising Federation's Mosaic Diversity, Equity, & Inclusion Student Programs Award promotes equity, inclusion and awareness of career opportunities within the advertising industry.

We're committed to prioritising The Code initiative to support under-represented students. Dentsu USA has been expanding impact beyond high schools to early career programmes with The Code modules and client briefs, supporting onboarding and summer projects for dentsu summer interns and 4A's Multicultural Advertising Intern Program across the industry.

The Code seminar helps to empower tomorrow's digital citizens in Denmark

As part of our work with The Code in Denmark, we teamed up with a student organisation to create a new and exciting event for university students.

In September 2021, we launched a free seminar for students, where clients, partners and experts from dentsu joined as guest speakers, sharing their best case studies, knowledge and insight from the media and marketing industry. The seminar was titled 'Marketing in the New Reality', and multiple clients and brands shared their insights.

The seminar was a success, with over 70 students attending in Aarhus. The event helped to create empowered digital citizens optimistic about joining a digital economy. We plan to hold similar events, expanding the free seminar to several cities in 2022.

Creating the future workforce with a focus on diversity

The impact that homogeneous global advertising can have on multiculturalism in society has long been a challenge. Both Merkle, a dentsu company, and Howard University saw an opportunity for collaboration in challenging the status quo.

Merkle is partnering with the Howard University School of Business, a historically Black college and university (HBCU) in Washington, DC, to boost its consumer marketing curriculum. By bringing real-world insights, ideas and the latest technology into the classroom, we can help young people find out more about the media and the career opportunities our industry can offer. We developed leading-edge database technology and content to create four courses focused on data science and analytics skills, designed to enhance learning and introduce students to how our industry works. Four subject-matter experts from Merkle have joined the classroom at Howard University to guest lecture, and roughly 100 students have now benefitted from the updated curriculum.

The programme extends beyond the four courses. We also support the School of Business through various other activities, including a summer boot camp and internships to recruit students for full-time careers.

"Merkle is committed to investing in the future workforce and partnering with historically Black colleges and universities to build a sustainable, diverse talent pipeline," explains Kirt Morris, Global Chief Equity Officer for Merkle/CXM. "Through our partnership, we are ensuring that students in the School of Business gain advanced access to best practices, industry experts and state-of-the-art tools currently being used in marketing and customer experience management."

Collectively, Merkle and Howard University hope that this partnership will help diversify the talent pipeline, helping to bring under-represented communities and their voices into the marketing industry.

On-the-job training for future digital leaders

As part of our commitment to improve the next generation of talent and harness leadership potential in the digital sector, dentsu colleagues have been volunteering their skills in Ghana, teaching in a group of schools across 2021. We also donated educational materials including computers, projectors, assorted reading materials, maths sets and equipment, crayons and paper to the Tesano Cluster of Schools. This forms part of our wider Social Impact strategy, harnessing the talent, energy and aspirations of our people and delivering for our clients, our shareholders and wider society.

At a donation ceremony in one of the schools, CEO of dentsu Ghana, Mr Andrew Ackah, said: "The fundamental part of our business is communication and communication comes through education. It is essential for the business to have the right skillsets in the right places with the right empowerment culture. At dentsu, we believe the right foundation must be laid to achieve this."

Mrs Joyce Nana Simmons, Headteacher of Tesano 1KG/Primary School, expressed her excitement, emphasising the importance of the educational materials to the school as they will broaden the students' horizons.

In the future, dentsu Ghana has pledged to maintain and nurture a relationship with the Tesano Cluster of Schools, dedicating further time to educating the children, improving learning outcomes and providing insight into a diverse world of work beyond the school walls.

Partnering with RMIT to grow our future workforce in Australia

Gaining practical experience and building real-world connections is vital to any career, especially a career path in digital communications. Since 2017, we have partnered with the Royal Melbourne Institute of Technology (RMIT) Screen and Media course to harness emerging talent.

During the programme, graduates challenge each other to improve their skills and are proactive and agile, enabling them to take on various job roles, work at pace and deliver for various clients. They work across LED and IPTV content planning, operation and delivery, content production and editing, system development and driving online streaming productions across all markets. Colleagues from MKTG, part of the wider dentsu group, present at the course each year and are involved with the Broadcast Industry Advisory Committee (BIAC), ensuring the course curriculum delivers graduates with the skills required for the industry.

One of the successes of the BIAC is influencing the decision to guarantee the course is open to all, ensuring that those from disadvantaged backgrounds or remote communities can access application. The course at RMIT consistently delivers highly skilled, technically savvy operators and technicians and dentsu has employed a total of five graduates since 2019.

Building trust in digital

Responsibility in media and advertising is in everyone's best interests. It helps to create a foundation for trust and can significantly affect the health of society and economies. Digital media has fundamentally reshaped the way we connect with the world, providing consumers with information and services at the touch of a button, and advertisers with new ways to reach people. At the same time, as an industry, we recognise the risk of fake news and harmful content.

At dentsu, our ambition is to work exclusively with partners whose data ethics and practices meet our own high standards and to collaborate across our value chain to raise the standards of the industry together. In 2021, as the public looked for facts and guidance on key topics such as the pandemic and climate change, the need to tackle growing levels of misinformation became even more pressing. We have sought to positively influence this agenda through our collaboration with clients, industry bodies and our media supply chain, working to shape a better and more secure digital media culture, counteracting misinformation and accelerating collective action to create a safer cyberspace, where content creates a positive impact and consumers are protected.

Pioneering new frameworks with clients

In 2021, together with our clients, we pioneered the development of new frameworks that extend responsibility beyond compliance to include best practice in brand suitability and safety, enabling media partners and approaches to be regularly assessed and monitored, and diversity and inclusion to be integrated into media and campaign creative considerations.

Dentsu helps Vodafone ring the changes with new Responsible Advertising Charter

Agency: **Carat /** Client: **Vodafone /** Market: **United Kingdom**

Building a trusted media landscape is a collective effort, and one that dentsu is actively supporting. In 2020, we worked with Vodafone to launch their Responsible Advertising Charter, an industry-leading initiative to drive ethical, responsible and sustainable media.

The Charter proactively evaluates advertising campaigns and media investment against Vodafone's purpose and values. It consists of a three-pillar framework that aligns media closer to Vodafone's purpose and values, enabling proactive and informed investment decision-making.

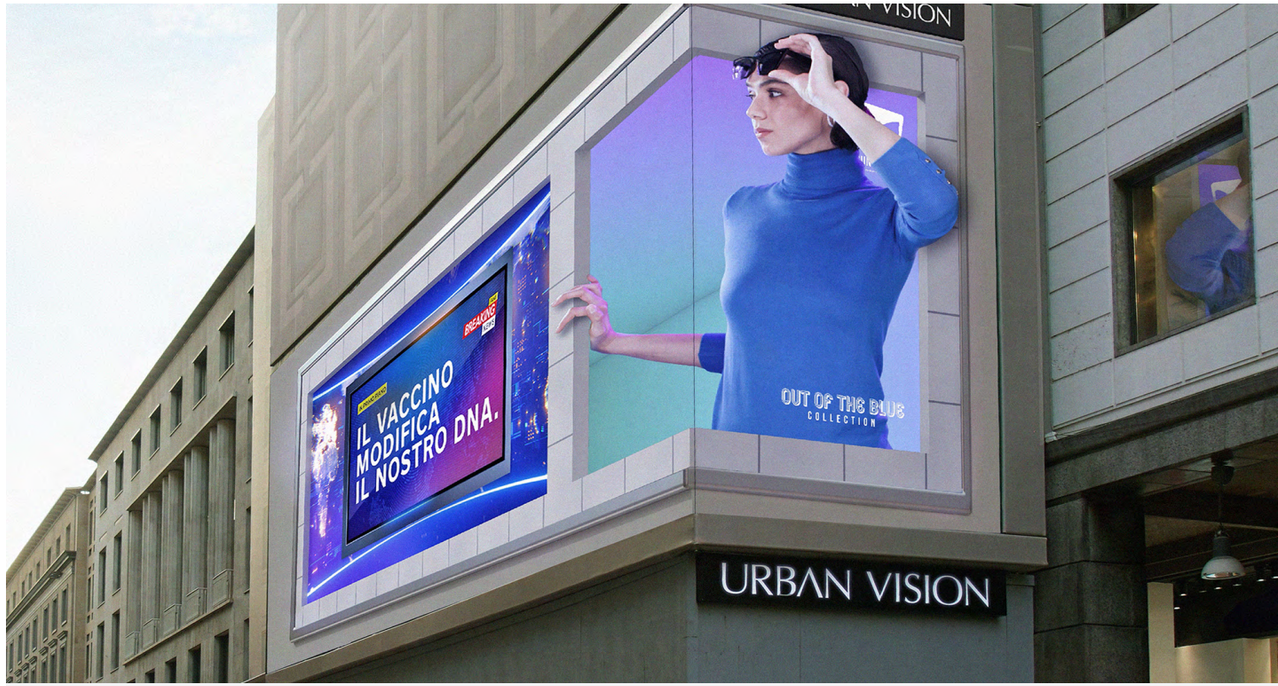
Alongside the Charter, we developed a survey for media partners with a detailed set of criteria covering the three pillars of responsibility, brand safety and suitability to establish their fit with the values set out in the new Charter.

Partners were scored on a sliding scale and flagged areas of concern as well as areas of best practice, and action areas that can be collaborated on together.

In total, 14 markets and 130 partners were invited to participate at both a global and local level.

Into 2022, with a business-wide focus on Planet credentials, we have worked with Vodafone on a deep dive into sustainability as it pertains to the environment and built out detailed global guidance on how to decarbonise media.

The project provides a comprehensive approach for markets to follow on how to invest more responsibly and sustainably while assessing risk to a company's values and reputation across platforms.



Working with Italy's Urban Vision to challenge misinformation

Agency: **dentsu mcgarrybowen, Isobar /** Client: **Urban Vision /** Market: **Italy**

During the pandemic, health misinformation was a significant challenge for governments and healthcare providers. Urban Vision in Italy felt that this was an urgent problem for local services that needed to be addressed. We partnered with them to take the fight against fake news to the streets by creating an advertisement that used digital billboards to talk about misinformation around COVID-19.

Working with Urban Vision, our campaign, 'Break the Fake', ran in a prominent position on the Corso Vittorio Emanuele II, Milan's famous shopping thoroughfare, and used the latest 3D technology to engage with shoppers and passers-by in support of vaccination and the correct information.

Stefano Morelli, Chief Creative Officer of dentsu, said: "Campaigns that are committed to improving the society in which we live are a must, especially at a time like this."

Collaborating with industry

We work with regulators and with our clients, stakeholders and industry to protect the consumer experience, to reduce misinformation and to enable a healthy, innovative media environment.

The work of bodies such as the Global Alliance for Responsible Media (GARM) and Conscious Advertising Network have influenced our in-house frameworks, which we use to address issues including measurement and compliance, data privacy and security, brand safety and suitability, diversity and inclusion, and sustainability.

Global Alliance for Responsible Media

Dentsu is a strategic partner of the Global Alliance for Responsible Media (GARM), a global collaboration of agencies, media platforms and industry associations working to improve digital safety and drive accountability across the industry. We proactively engage with GARM as part of our commitment to responsible media, guidance and standards.

Conscious Advertising Network

We are a founding member of the Conscious Advertising Network, a UK-based voluntary coalition of over 70 organisations set up to ensure that industry ethics align with the technology of modern advertising. The network highlights the conscious choices advertisers and agencies can make to ensure good practice, addressing issues such as safety, free speech and misinformation.

Responsible Media Forum

We are founding members of this partnership between 25 leading media companies. In 2021, we worked on the Forum's *Media Materiality Report*, which highlights how, with media companies under more scrutiny than ever, responsible content, diversity, responsible marketing and data privacy are among the most material issues for media companies.

Engaging audiences with a focus on sustainability

Agency: **dentsu UK & Ireland /** Client: **WeAre8 /** Market: **United Kingdom**

WeAre8, a new sustainable ad platform, offers a tailored media market to clients who want to engage with consumers directly on important issues. It also places sustainability at the heart of mainstream media planning and helps advertisers achieve their environmental, social and governance and sustainability goals.

The platform is at the forefront of the 'attention economy,' a concept pioneered by dentsu. Our digital world has created so many ways to engage. It can feel that our attention is constantly being pulled in different directions, which makes it a challenge to focus and retain our valuable attention on what matters most to us. Research revealed that only one third of adverts gain an audience's full attention. In the UK, we partnered with WeAre8 to tailor media to clients who want to engage with consumers directly on important issues. Using WeAre8, clients can build direct, more impactful relationships and ask questions after someone views an ad, engaging with people in a more personal, intentional way. WeAre8's ethical, hate-free app allows users to select which adverts they see and when they see them, delivering content on their own terms.

Our partnership not only fosters greater consumer control around digital focus, but also promotes sustainable issues to the forefront of consumers' minds. Dentsu's commitment to offering clients effective and sustainable media activations is well aligned with WeAre8's commitment to share directly with users and charities 55% of every pound spent on the platform, while 1% goes to Ecologi, a carbon-reduction company, to help offset carbon emissions. It also marks the start of a long-term partnership between 'dentsu Belonging' and WeAre8 to drive positive change across ethnic diversity, gender equality, LGBTQ+ and other Social Impact issues.

Our 2021 achievements vs 2030 goals

Reduce absolute Scope 1 and 2 emissions CO2e by 46.2% by 2030

53%
2021

Reduce absolute Scope 3 emissions CO2e by 46.2% by 2030

3%
2021

Continue to use 100% renewable electricity*

100%
2021

Reduce flight emissions by 65% by 2030

90%
2021

Enable 1bn people to make better choices

14.8m
2021

Aim for 50% of Directors and Executives in dentsu international being female by 2025

34%
2021

Reach 1bn people with campaigns that challenge perceptions and stereotypes

198m
2021

Mobilise 250m people to call for improved healthcare and the prevention of infectious diseases by 2030

833m
2021

Support 100,000 young people to become empowered digital citizens

12,166
2021

Build a culture of volunteering enabling 50% of our people to volunteer by 2030

7%
2021

*For a company to be RE100 compliant, it is required to purchase the energy from the same country in which it is used. For eight markets (Argentina, Hong Kong, Myanmar, Senegal, Singapore, South Korea, Taiwan and Ukraine) accounting for 7% of dentsu's electricity demand, factors beyond dentsu's control have prevented adherence with RE100's guidelines to source renewables within the countries' borders. The company has shown ambition by purchasing renewable energy certificates (RECs) from adjacent countries where possible. RE100 supports this approach as an interim measure while the coalition works to improve supply in these markets. For the purposes of reporting and in line with RE100 guidance, the European Economic Area, and the USA and Canada are considered single markets.

Full results and ESG data tables are available in the dentsu group integrated report.

Thank you to our people

The achievements in this report would not be possible without the amazing effort, energy and dedication of our people – and in particular, the support of our Social Impact Champions. To all of them, we'd like to say a big **THANK YOU!**

To find out more about Social Impact at dentsu, please go to https://www.dentsu.com/who-we-are/social-impact