dentsu

Social Impact: 2020 Highlights

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CEO foreword

Dentsu's ambition is to be a beacon of constant innovation and a force for good. We help clients navigate and thrive in a world of change and believe that the progressive, human-centric solutions we create can have powerful returns for both business and society.

During a year of unprecedented challenges, I am proud of the progress we made and the care that our people continued to show for our clients and our business throughout 2020. Having joined dentsu six months into the pandemic, I was truly amazed by the momentum maintained throughout the year and continuing into 2021. As 90% of our workforce switched to working from home in a matter of days, and face to face interactions turned into over 200,000 virtual meetings each week, we saw our people come together more than ever, despite being physically apart.

We didn't let the pandemic stand in the way of progress; our global Social Impact programmes The Code and Female Foundry quickly pivoted to virtual offerings, supporting those who have been most disproportionately impacted by COVID-19 – young people and women.

Our industry-leading climate ambition

Within the first three months of joining dentsu, I had the honour of announcing that we had achieved our goal to be powered by 100% renewable energy, quickly followed by our industry-leading commitment to become a Net Zero emissions business by 2030. We are part of a select but growing number of companies committed to the highest level of climate ambition, to prevent a rise above 1.5°C in order to mitigate the most dangerous effects of climate change. It is therefore no surprise to me that nearly all of dentsu's largest clients have also set, or have committed to set, a Net Zero emissions target.

Making a difference through our innovative work

Our industry has a powerful and key role to play in the fight against climate change. At dentsu, we are committed to using that influence for good, and will help inspire better, more sustainable consumer behaviours through the impactful work we do with our clients. You can read more about some of these innovative examples in this report – including Kroger's Chefbot helping tackle food waste in the US or how we helped protect natural resources through responsible tourism in Thailand..

Our work continues to be a source of great pride for all dentsu associates. No more so than when it drives positive outcomes for society and delivery of the UN Sustainable Development Goals. We champion work that challenges perceptions and confronts the difficult realities for many in society; in 2020 we tackled normalised attitudes to domestic violence in India and Thailand, worked with Amnesty International to fight against racism in Italy, and celebrated true inclusivity and diversity with Crayola in the US. There is no societal challenge so big that our industry doesn't have the insight, creativity and power to address it. That is why Social Impact continues to be the lens through which we do business.

Our strength lies in our difference

At dentsu, we seek out diverse perspectives, celebrate difference and are building an inclusive culture where everyone is empowered to bring their authentic self to work. We've put gender equality at the forefront for many years and have recently set a bold commitment to have 50% representation of women at all senior levels of our business by 2025. Additionally, in the US we've committed to 30%+ multicultural representation by 2025, with 25% representation in Executive levels. These are small but necessary steps to make our company representative of the world we live in and the people we seek to serve.

Taking our place in The Decade of Action

I continue to be so impressed by our team's commitment to our Social Impact agenda and goals, and this report demonstrates our ability to deliver on these ambitious targets as we take our place in The Decade of Action. I would like to thank our people, our clients and our partners for their radical collaboration to make this happen and for believing that through shared action we can build value for society, as well as a profitable, sustainable and inclusive business.

As we move forward into the 'new normal' we must continue to recognise dentsu's unique position to influence the way people think, feel and act, and use that power for both growth and good.

Wendy Clark
Global CEO, dentsu international

Introduction

Over the last 18 months we have experienced an extraordinary period of disruption and change. It has forced us to re-imagine everything we know, from how we work, to how freely we travel, to our food and waste, and even our attitudes towards each other.

It has also shown us that anything is possible, and provided government, business and society with an opportunity to lead the way and help effect real change.

At dentsu, we have seized that opportunity and put our best foot forward in more ways than one. We put the needs and wellbeing of our people at the forefront of our COVID-19 response, with record engagement scores and an overwhelming 74% of people feeling supported by the business during the first six months of the pandemic. In a year we will never forget, I am proud that we continued to think beyond our organisational walls, supporting those in society who needed it most through our global Social Impact programmes and local market initiatives. Whilst the pandemic limited our ability to volunteer, it provided us with an opportunity to accelerate our climate action strategy and set a new, approved, Science Based Target at the highest level of climate ambition.

This report celebrates the best of Social Impact at dentsu, and reflects on the progress made against our 2020 targets and goals. It also sets out the biggest opportunities for growth from good as we look at the next ten years and pivot our focus to our new 2030 strategy.

In this report, we set out our new strategy and its three core pillars: **Sustainable World**, **Fair and Open Society** and **Digital for Good**. These pillars represent areas where dentsu is uniquely positioned to drive change, leveraging our capability in data and technology, creativity and innovation. Our strategy is fuelled by our people, and success will depend on multi-stakeholder collaboration as well as innovating our own operating model.

But what does that look like in practice? It means being clear about where we can *drive* change and how we can *inspire* change.

We know that for business growth to be truly sustainable, we must accelerate the transition to a low carbon future, and therefore we have committed to becoming a Net Zero emissions business by 2030. The radical decarbonisation of our business and value chain is only the first step – by raising awareness through our powerful work, we have also committed to helping 1 billion people make better, more sustainable choices.

As a company our strength lies in difference – we have committed to creating a diverse and inclusive workforce and culture, and to promote equality for all. We will help build a fair and more open society, by ensuring our people and the people around us are given equitable opportunity, and we will aim to reduce inequality through the work we do with our clients and partners.

Finally, we will realise the positive potential of digital, by building trust and transparency and helping to create a generation of responsible, ethical and empowered digital citizens.

Guiding all of this is our vision to **inspire people everywhere towards a new way of living**. Social Impact is our strategy for achieving it and as a global organisation of 46,000 passionate people, we have the creativity, skills and potential to make it happen.

I am in awe of what we have been able to achieve in 2020, and want to thank the thousands of dentsu people, clients and partners who came together to help us reach our goals. I hope you enjoy reading about our inspiring work, and are as excited as I am looking ahead at our 2030 goals and ambitions, and the endless possibilities for innovation and Social Impact to work hand in hand.

Anna Lungley
Chief Sustainability Officer, dentsu international

Our achievements vs 2020 goals

To reduce our carbon footprint by 40% per FTE by 2020

85% 2020 | 44% 2019 | 37% 2018

To procure 100% renewable electricity by 2020[1]

100% 2020 | 89% 2019 | 54% 2018

To cut our flights emissions by 25% per FTE by 2020

83% 2020 | 19% 2019 | 21% 2018

To cut our business travel emissions by 25% per FTE by 2020

83% 2020 | 21% 2019 | 24% 2018

To cut our paper consumption emissions by 25% per FTE by 2020

97% 2020 | 94% 2019 | 82% 2018

To encourage 50% of our people to volunteer

11% 2020 | 23% 2019 | 34% 2018

To improve the digital skills of 100,000 people by 2020

29.7k 2020 | 21.0k 2019 | 12.3k 2018

To mentor 100 female entrepreneurs by 2020

105 2020 | 72 2019 | 15 2018

To reach 1 billion people through SDG-led campaigns by 2020

3.7bn 2020 | 1.9bn 2019 | 174m 2018

To achieve 40% females in senior leadership

35% 2020 | 32% 2019 | 30% 2018

Recognition for our Social Impact

We are listed on the Dow Jones Sustainability Index and FTSE4Good Index of companies with strong Environmental, Social and Governance (ESG) practices. In 2020, for the second year running, we were awarded a CDP rating of A- in the leadership category, reflecting our strong performance in implementing our climate strategy to date.

1. For a company to be RE100 compliant, it is required to purchase the energy from the same country in which it is used. For nine markets (Russia, Taiwan, Singapore, New Zealand, Hong Kong, Kenya, Sri Lanka, Ghana and Argentina) accounting for 9.7% of Dentsu Aegis Network's electricity demand, factors beyond Dentsu Aegis Network'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 is considered a single market.

Developing our Social Impact 2030 strategy

In 2019, we began work to develop our 2030 Social Impact strategy and set out our ambitions to transform the way that we do business and redefine the value we create for society.

To get a 360-degree perspective, we engaged key stakeholders, including investors, clients, activists and over 300 dentsu colleagues from our Chairman to our newest recruits. Through surveys and in-depth interviews, we tested perspectives on the Environmental, Social and Governance (ESG) issues facing our business now and looking ahead to 2030.

We leveraged expert insights from the **World Economic Forum Global Risks Report 2020**, the **World Business Council for Sustainable Development**, the **Responsible Media Forum** and our own thought leadership, including our **Digital Society Index** and dentsu **Consumer Vision**. This gave us an understanding of the material issues and opportunities facing our business at a global, sector and business specific level.

This process coincided with COVID-19 and, as the pandemic started to change the world as we knew it, a review of emerging research enabled us to understand the potential short-, medium- and long-term impacts, and how these should be considered in the development of the new framework.

Understanding the most important issues

Five key themes dominated our research: climate change, diversity and inclusion, reducing inequality and trust – a particular issue for our sector, related to issues of digital wellbeing, responsible content, data privacy and data ethics. Our role in promoting sustainable lifestyles also featured strongly, in particular among our external stakeholders and younger employees.

Climate change was the top future-focused material issue for our stakeholders. From a global perspective, five out of six key future risks identified by the World Economic Forum (WEF) related to climate and the environment. Environmental concerns dominated the top risks by likelihood and impact, with 'climate action failure' ranking first on impact, and second on likelihood for long-term risk.

While COVID-19 resulted in some short-term environmental benefits – with nitrogen dioxide levels over northern China, Western Europe and the US decreasing by 60% in early 2020 compared to 2019 – it was recognised that the impact would not be long-lasting. Related issues such as water scarcity and waste would also maintain their pre-pandemic importance.

Environmental sustainability and climate change were also priority issues for our clients, with Sustainable Development Goal (**SDG**) 13: Climate Action one of the two most cited SDGs. With increasing scrutiny on the role of advertising, we also recognised the importance of looking beyond our physical footprint, to consider the opportunity to effect positive change in society.

The promotion of **sustainable lifestyles** emerged as a key opportunity for our stakeholders. The related SDG12: Responsible Consumption and Production was also a common focus for our clients. This reinforced the importance of addressing our own footprint, but also highlighted the opportunity to build on existing collaboration with our clients to address the wider societal challenge of behaviours linked to individual consumption.

Already recognised as a global issue, the prominence of **diversity and inclusion** and **inequality** more broadly rose dramatically during 2020, as a result of global events and the resurgence of the Black Lives Matter movement. At the point of our research, there were already early signs that COVID-19 was exacerbating inequality in many ways. Income and wealth inequality was leading to health disparities, with poorer areas in cities showing higher infection rates. Racial inequalities emerged, as several minority groups were found to be more vulnerable to COVID-19. In the UK, for example, the **Office for National Statistics** found Black people were four times more likely to die from COVID-19 than white people. The United Nations (UN) also warned that the pandemic would exacerbate inequalities for women, who often work in service industries hit hard by lockdowns and take on the bulk of unpaid family care and home schooling.

Trust emerged as a key issue. WEF identified loss of trust in media sources as one of ten key short-term risks. In 2020, the pandemic heightened existing issues such as the spread of misinformation online while the socio-economic benefits of digital technology became evident. As the world moved online, digital access and skills became essential to perform everyday tasks from shopping to education. Increased use brought risks associated with digital wellbeing, data ethics, data privacy and cyber security to the fore.

Our **Digital Society Index** saw 64% of respondents stating the misuse of personal data as the number one driver of distrust in the tech industry, and 60% felt not enough is being done to ensure digital technologies benefit everyone. This was supported by **wider research** that highlighted the importance of technology

companies leveraging their assets and skills to deliver positive impact. We anticipate that stakeholders' expectations around data use for public good and societal value will continue to grow.

Our unique role in society

The physical footprint of digital media and communications is relatively low, when compared to other industries. But our 'brainprint' – the influence we have on society – is significant. One key insight has become central to our strategy – our unique ability to influence mindsets and behaviours, such as the promotion of sustainable lifestyles and the opportunity we have to amplify impact through our partnerships.

Development of our framework and targets

We reviewed the issues and themes in terms of their importance for dentsu, while reflecting the wider ESG requirements our strategy needed to address.

Three priority areas reflected our evolving role and our stakeholders' changing needs:

- The first was **environment**, where we should look to reduce our own footprint and that of our industry, but also explore the opportunity to positively influence sustainable consumption and production, with wider benefits to climate and nature.
- The second was **people**; specifically creating diversity and opportunity within our workforce, but also looking beyond to the role we can play in creating a fairer, inclusive and more equitable society.
- The third was **digital**, reaching beyond access and skills to encompass an emerging set of broader issues such as digital wellbeing, responsible content and the important role we can play in ensuring digital positively impacts society.

These priority areas were translated into three strategic pillars: **Sustainable world**, **Fair and open society** and **Digital for good**.

Our strategic framework will provide a roadmap to guide how, over the next decade, we will effect wider positive change across our value chain, in partnership with our employees, clients, industry and business stakeholders.

As we developed the targets to support our framework, we ensured that we included both far-reaching, ambitious goals that would challenge the world as we see it now, and measurable targets that will enable us to track our impact.

Our governance

Our Social Impact Steering Committee (SISC) was established in 2019 to provide governance and oversight of the delivery of our strategy and goals, and is chaired by Wendy Clark, Global CEO, dentsu international.

It is attended by our Chief Sustainability Officer, Anna Lungley, as well as senior leadership from our functions and regions, including our Chief Financial Officer, Nick Priday, and our Chief Human Resources (HR) Officer, Anna Moulton. In 2020, the committee met four times to review and guide the development of the 2030 strategy. Progress against our strategy is reported quarterly to the dentsu international Executive Board.

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 and create a brighter, more sustainable future for everyone.

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

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

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

Climate action

Achieve Net Zero emissions by 2030

Sustainable consumption

Enable 1bn people to make better, more sustainable choices

Create opportunity

Build a diverse and inclusive workforce intent on making a difference

Promote equality

Challenge perceptions of 1bn people to promote equality

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

Sustainable world

Decarbonising the digital economy

Business as usual is no longer enough; best-in-class environmental performance is now a licence to operate. As one of the world's largest media and advertising agencies, we recognise the role we play in driving consumption, and the opportunity we have to help the world find a better way.

Climate action

2020 was one of the three warmest years on record, according to the World Meteorological Organization, pushing the global average temperature to about 1.2°C above the pre-industrial (1850-1900) levels.

The global scientific community has warned that warming must not exceed 1.5°C, to avoid the catastrophic impacts of climate change. Our dentsu **Consumer Vision** research shows that consumers are acutely aware of this fact, with eight in ten people saying they believe climate change will have irreversible consequences, and many expecting corporations to take urgent action.

Dentsu has a strong record of action on climate change. But the scale and urgency of the climate crisis means we must go further and move faster. To meet expectations and ensure business growth is truly sustainable, we must accelerate the transition to a low carbon future and reduce the impact of climate change by becoming a Net Zero emissions business by 2030.

In 2020, we became one of a select but growing number of organisations aiming for the highest level of climate ambition, to prevent a rise above 1.5°C, to mitigate the most dangerous effects of climate change.

Our 2020 achievements

Taking extra steps to reduce our emissions

In 2020, we reduced our carbon emissions per full time employee (FTE) by 85%. Our total emissions in 2020 were 18,039 tCO2e, representing a decrease of 46,946 tCO2e compared to 2019.

2020:

85%

reduction in emissions per FTE since 2015

2019: 44% **2018**: 37%

Our Scope 1 emissions in 2020 were 3,185 tCO2e, which is a 30% absolute reduction compared to 2019. Our Scope 2 (market-based) emissions in 2020 were 2,532 tCO2e, a 48% absolute reduction from 2019 levels, in part due to a reduction in overall electricity consumption related to office closures, and the efforts of market teams to unplug and switch off appliances or switch all major equipment to energy-saving modes.

While the COVID-19 pandemic contributed to our 2020 emissions reduction, this builds upon our strong performance in 2019, when we exceeded our 2020 goal one year early.

Our Scope 1 and 2 science-based target of a 46% reduction by 2030 compared to our 2019 base year, requires a 4.2% reduction every year from 2020 to 2030. In 2020, we significantly outperformed the 4.2% reduction required, achieving a 39% reduction. However we recognise that the reductions in energy consumption, and therefore emissions, are partly due to office closures.

Achieving UK BREEAM certification

We have redeveloped 1 Triton Square, which is set to become our new headquarters, with a focus on sustainability. Completed in December 2020, the building has achieved BREEAM Outstanding certification, making it one of the most sustainable headquarters in the UK, and in the top 1% of all UK new non-domestic buildings for sustainability.

1 Triton Square has set industry-leading targets for the circular economy and reduction of embodied carbon in materials. By refurbishing rather than demolishing the building, we prevented approximately 6,000 vehicle movements in the local area. We re-used many materials from the existing building, including 35,000 tonnes of concrete and nearly 2,000 tonnes of steel. Together, these measures have contributed to embodied carbon savings of 57,000 tonnes, equivalent to driving 150 million miles.

In addition, the use of low-carbon and efficient technologies, such as hybrid air source heat pumps, boilers with 94% efficiency and solar photovoltaics, meant we achieved a 35% reduction in regulated carbon emissions and an Energy Performance Certificate (EPC) of B, demonstrating that the building is very energy efficient.

The project also achieved a 66% improvement in water use compared to the baseline, which received the exemplary level of credit in our BREEAM assessment.

Our absolute Scope 3 emissions decreased by 43,257 tCO2e in 2020, equating to a 78% reduction compared to 2019, in part due to the significant impact of COVID-19 on air travel. While the long-term impact of COVID-19 on travel is uncertain, we anticipate that as global vaccine programmes roll out, air travel could revert to pre-crisis levels if left unchecked. In December 2020, as part of our Net Zero strategy, we introduced a new travel and expenses policy, providing guidance on how employees can collectively reduce emissions from flights, and set a new target to reduce emissions related to flights by 65% by 2030 from a 2019 baseline.

Our overall emissions associated with water, waste and paper have reduced by 41%, compared to 2019, and we have further exceeded our target of reducing paper emissions by 25%, achieving a 97% reduction from our 2015 baseline.

Our greenhouse gas emissions

This table shows our total emissions breakdown and the percentage change from our 2015 baseline.

	% change from 2015	2020	2019	2015
Scope 1 and 2 (location-based method)				
Scope 1 (tCO2e)	-9%	**3,185**	4,544	3,494
Scope 2 location-based	-11%	**21,349**	26,188	23,979
Total Scope 1 and 2 location-based emissions (tCO2e)	-11%	**24,535**	30,732	27,473
Scope 1 and 2 (market-based method)				
Scope 1 (tCO2e)	-9%	**3,185**	4,544	3,494
Scope 2 market-based	-90%	**2,543**	4,872	25,788
Total Scope 1 and 2 market-based emissions (tCO2e)	**-80%**	**5,728**	**9,416**	**29,282**
Scope 3 emissions				
Business travel (tCO2e)	-76%	**11,397**	54,011	47,681
Waste generated in operations (tCO2e)	-40%	**502**	822	839
Paper (tCO2e)	-96%	**114**	251	3,137
Water (tCO2e)	-32%	**299**	484	439
Total Scope 3 emissions (tCO2e)	**-76%**	**12,312**	**55,569**	**52,095**
Total Scope 1, 2 and 3 market-based emissions (tCO2e)	**-78%**	**18,040**	**64,985**	**81,377**

Performance against our targets

The table below shows our percentage reduction in total emissions from our original 2015 baseline year.

	Unit	2020	2019	2018
Intensity targets				
Reduce our carbon footprint by 40% per FTE by 2020	tCO2e/FTE	**85%**	44%	37%
Cut our business travel emissions by 25% per FTE by 2020	tCO2e/FTE	**83%**	21%	24%
Cut our flights emissions by 25% per FTE by 2020	tCO2e/FTE	**83%**	19%	21%
Cut our paper consumption emissions by 25% per FTE by 2020	tCO2e/FTE	**97%**	94%	82%
Cut our waste and energy emissions by 10% per FTE by 2020	tCO2e/FTE	**90%**	82%*	57%*

*2018 and 2019 figure is for waste and energy intensity.

Managing our waste and water

Waste and water consumption is managed locally by dentsu international's market teams. Our markets are committed to high environmental standards. For example, our current headquarters in London, 10 Triton Street, is certified to the ISO 14001 Environmental Management standard.

Many of our market teams have adopted novel approaches to reducing waste and water consumption. Our Gurgaon office in India gives wastepaper to Green-O-Tech, a non-governmental organisation that recycles the paper to make notebooks and donates them to schools for underprivileged students.

Every ton of paper recycled by Green-O-Tech helps save the equivalent of 17 trees and prevents 3,670kg of CO_2 being released into the environment. Through our Future of Work Workplace SteerCo, we are embedding environmental considerations into each stage of decision-making, from property selection through to business-as-usual operations.

Renewable electricity

In 2016, we became signatories to RE100, committing to procure 100% renewable electricity across our global operations by 2020. In 2020, we achieved this goal, switching to renewable electricity directly in all markets where it is possible to do so. For nine markets (Russia, Taiwan, Singapore, New Zealand, Hong Kong, Kenya, Sri Lanka, Ghana and Argentina) accounting for 9.7% of our remaining electricity demand, we purchased renewable energy certificates (RECs) from adjacent countries. RE100 supports this approach as interim measure while the coalition works to improve supply in these markets. As an international company, we are not alone in facing practical challenges in delivering our ambitions for emissions reduction and renewable energy. Action on the transition to a Net Zero economy cannot be delayed. By delivering on our RE100 commitment, dentsu sends a strong demand signal for low carbon energy, and the urgent need to reduce overall emissions. Our continued support of RE100 will enable us to advocate for the long-term production of renewables in all markets.

Our global renewables partnership with RE100

RE 100

Our transition to renewable electricity has been supported by our membership of RE100, a global corporate renewable electricity initiative, bringing together hundreds of large and ambitious businesses committed to 100% renewable electricity. Led by The Climate Group in partnership with CDP, RE100's mission is to accelerate a global shift to 100% renewable power, by demonstrating the strong demand and advocating for policies to promote renewable generation – delivering a cleaner, healthier future for us all.

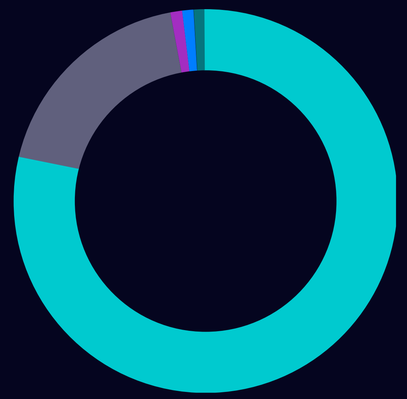
Setting a science-based target

In 2020, dentsu international set a new and ambitious science-based target aligned with limiting global temperature rise to 1.5°C above pre-industrial levels, committing dentsu to reducing our absolute Scope 1, 2 and 3 Greenhouse Gas (GHG) emissions by 46.2% by 2030 (from a 2019 base year). We are the first major company in our industry to align our target with the highest level of climate ambition (1.5°C), in order to mitigate the most dangerous effects of climate change. This target has been externally validated by the Science Based Targets initiative (SBTi).

Science-based targets must include Scope 3 emissions, and companies are required to complete a screening for all relevant Scope 3 categories. In 2020, dentsu completed a Scope 3 screening assessment, using methodologies consistent with the World Resources Institute (WRI)'s **GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (GHG Protocol).** Through this screening exercise, we identified that flights and purchased goods and services – including our research and advertising spend, technology and professional fees – account for over 75% of our Scope 3 footprint. According to the SBTi criteria, Scope 3 targets must cover at least two thirds of total Scope 3 emissions, considering the minimum boundary of each category in conformance with the GHG Protocol. Therefore, dentsu commits to reduce absolute Scope 3 GHG emissions from purchased goods and services from these categories and business travel by 46% by 2030, from a 2019 base year.

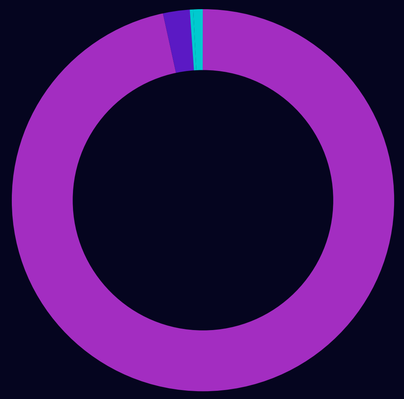
We've gone even further and looked beyond our own organisation. We quantified the emissions from the media we place for our clients, using global spend data. The SBTi establishes strict criteria for emissions boundaries, and therefore media emissions sit outside our science-based target. But, as one of the largest media companies in the world, we recognise the influence we have over the media supply chain. We are therefore committed to quantifying the emissions of the media we place for our clients, and helping to reduce these emissions in line with our science-based reduction target.

Dentsu Scope 3 Inventory



- Purchased goods & services **79%**
- Business travel **18%**
- Downstream leased assets **1%**
- Fuel and energy-related activities **1%**
- Investments **1%**

Dentsu Carbon by Scope



- Scope 3: **97%**
- Scope 2: **2%**
- Scope 1: **1%**

Collaborating for change

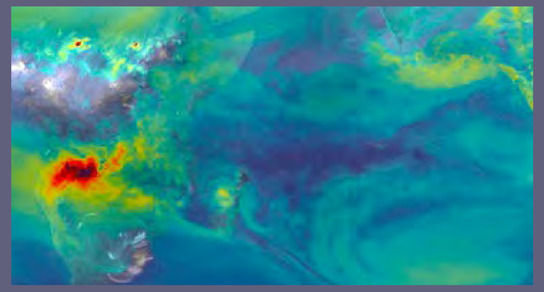
Race to Net Zero: In 2020, we signed the Business Ambition for 1.5°C letter, committing to keeping global temperature rise to 1.5°C and reaching science-based Net Zero emissions by 2030. In signing, we have joined the Race to Net Zero – a United Nations initiative that is the largest ever alliance committed to achieving Net Zero carbon emissions by 2050.

WEF Climate Alliance: Dentsu International Global CEO, Wendy Clark, is a member of the Alliance of CEO Climate Leaders, an international network of CEOs who see the business benefits of bold and proactive action to ensure a smooth transition to a low carbon and climate-resilient economy.

Business for Nature coalition: We are signatories of Business for Nature's call for ambitious and collective action for nature. The coalition includes a diverse and powerful group of more than 60 organisations, including WWF, World Economic Forum, CDP and the WRI.

Ad Net Zero: We are a member of the Ad Net Zero steering group, helping to reduce the carbon impact of the UK advertising industry to real Net Zero.

Cambridge Institute for Sustainability Leadership: We have joined the Business Transformation Group, a collaborative leadership group established by the Institute for Sustainability Leadership in early 2021. Members will co-create and implement new thinking on what inclusive, nature-positive, circular, zero carbon and resilient business is, and inform the tools and approaches that enable companies to meet these ambitions.



Climate action: looking ahead

Our journey to Net Zero

With the announcement of our new Net Zero emissions target in October 2020, we have set out on an exciting journey to becoming a Net Zero emissions business by 2030. We will be radically decarbonising our entire value chain over the next decade.

In 2021, the working groups for each of our high emissions categories will set out the specific actions and roadmaps to Net Zero. These will cover buildings and fleet, flights, and the highest impact areas within our purchased goods and services spend: research and advertising, technology and professional fees.

From 2021, we will also expand our Scope 3 emissions reporting to include our end-to-end value chain, including those categories that fall within and outside our science-based target.

New ways of working

As we define new ways of working, we are considering how a hybrid working pattern and increased working from home will affect our environmental impact. We have taken steps to calculate these emissions using best available data and methodologies. We are tackling this now so we will be ready for future reporting requirements and can make informed decisions on how to reduce these emissions.

Our 2030 targets

46%

Reduce absolute emissions by 46% by 2030 (including Scope 1, 2 and 3 emissions)

10 years

Neutralise all unavoidable emissions by 2030

100%

Continue to procure 100% renewable energy

Decarbonising media

Calculating the emissions from digital advertising presents a complex challenge, with little accurate data to verify calculations. In 2019, we partnered with Bristol University's Department of Computer Science, along with some of the world's most innovative media companies, to launch DIMPACT: a web-based tool that calculates the GHG emissions associated with digital media content.

Following a 12-month pilot phase, in January 2021 DIMPACT launched a prototype calculator with four modules. These calculate the GHG emissions associated with (1) digital video streaming, (2) publishing, (3) advertising services and (4) business intelligence. Gaming and music streaming modules are next in the development pathway. The advertising module successfully maps the carbon footprint of digital advertising from post-production to end-use, importantly including the emissions from the data transmission and data centres, as well as end-user devices.

Over the course of the year, the DIMPACT collaboration has grown; BT, Cambridge University Press and Netflix have now joined the founding participants (BBC, dentsu international, Informa, ITV, Pearson, RELX, Schibsted and Sky).

Dr Daniel Schien, from Bristol University's Department of Computer Science, commented, "It is rare to see an initiative that combines cutting-edge academic research with real-world impacts to such a degree as DIMPACT. We have seen our research and modelling skills translated into meaningful results for a whole industry. We expect this technology to go far, as we have only just started. Internationalisation, forecasting, validation and increasing the scope are the focus areas that will drive the next phase of development."

Our collaboration with DIMPACT is part of a wider workstream to provide data for our clients on the emissions associated with the media we place for them. Later this year we are launching a calculator to provide this data. Our Chief Sustainability Officer, Anna Lungley, sits on the steering group for Ad Net Zero, helping the UK advertising industry to reach real Net Zero, and driving towards Action 3 of Ad Net Zero: curbing emissions from media planning, buying and distribution.

Reducing the carbon impact of content production

As we reduce emissions across our whole value chain, we are also considering the carbon footprint associated with content production. The emissions associated with the content produced in-house by dentsu falls within our Scope 1 and 2 emissions, which is captured within our science-based target. The emissions associated with outsourced content production falls within our Scope 3 emissions, under purchased goods and services. As a member of Ad Net Zero, we welcome the launch of AdGreen's calculator, which will enable ad agencies and third-party production companies to measure the carbon footprint of their production. The tool is a key feature of Ad Net Zero's drive to support the industry to reach real Net Zero by 2030.

CASE STUDY

weDo/ – an environmentally friendly website

Agency: Isobar Poland | Market: Multi-market project | Client: Wella Company

At the end of 2019, the new vegan and eco-ethical brand of haircare products, weDo/ Professional, had been launched. To reach customers, the product had to appear on the internet. But how could we do that in an ecological way?

Recent studies suggest that the carbon impact of the internet, digital systems and gadgets could be equivalent to that produced by the airline industry. This is because the information that is displayed on your screen travels a long and complicated road. From server to server, from country to country, and even from continent to continent, increasing the content's carbon footprint.

As a technology partner of its parent company, Wella Company, we asked ourselves the question: What can we do to support the brand's ecological and ethical ambitions? We used a static site generator along with a content management system. This means that the website needs a minimum number of server processes. Optimisation in terms of content delivery has significantly shortened the path taken by queries. Information in HTML code is provided to the user from the geographically

nearest server. This requires a minimum amount of electricity and produces a minimal carbon footprint, setting a new standard in the design of environmentally friendly websites. Most importantly, the website is in line with weDo/ values and with Wella Company's global sustainability strategy.

Cristelle De Gols, Global Digital Director weDo/ Professional, said:

"We sometimes don't realise the impact that we are making. In our daily lives, in the way we consume, in the way we produce. As a brand, it is our responsibility to understand the impact we are making and act on it. This is especially true in the digital world, where the link with pollution and carbon impact might seem less obvious. It is actually dramatic – the transmission of data via the internet contributes to 4% of our greenhouse gas emissions! weDo/ is on a mission to help people transition to a more sustainable lifestyle, so it was key for us to find a solution to decrease the impact we are having on our digital platforms and keep learning about how to reduce it further."

CASE STUDY

Sustainable wastewater treatment – with an app

Agency: Isobar | Market: Nordics
Client: Novozymes

Our global ecosystem depends on healthy water systems. By 2025, 1.6 billion people will be living in areas of absolute water scarcity, so protecting this precious resource is core to the Sustainable Development agenda. Globally, we produce huge amounts of wastewater that, when treated, can provide a sustainable water supply. Rapid wastewater treatment requires chemicals that can have negative consequences long-term, while gentler approaches can take weeks. Until now.

The digital team at dentsu agency Isobar in Poland, worked with wastewater treatment experts Novozymes to develop Plant Assistant, an app that can accelerate analysis of water samples from weeks to seconds, allowing for natural microbe treatment rather than the use of harsh chemicals.

The app uses image recognition software and artificial intelligence (AI) to revolutionise wastewater analysis. It can examine a water sample image from a microscope, determine the type of bacteria in the water, and suggest the best and most gentle, biological method of treatment.

For environmental professionals working at remote wastewater facilities, the app is like having a laboratory right there in your pocket, enabling the right decisions to be made instantly and sustainably.

CASE STUDY

Reducing food waste with Chefbot

Agency: 360i | Market: USA
Client: Kroger

Of all the food produced in the US, 40% is thrown away; a troubling statistic when many Americans are short of food. We worked with US food retailer Kroger to encourage more sustainable food behaviours among consumers.

During the COVID-19 pandemic, US grocery sales increased 30%, with more Americans cooking at home than ever before. However, our social listening indicated that people need more recipe inspiration as they venture deeper into their larders.

We realised that even experienced cooks can have difficulty using all of their available food, resulting in a combination of leftover ingredients that they don't know how to use.

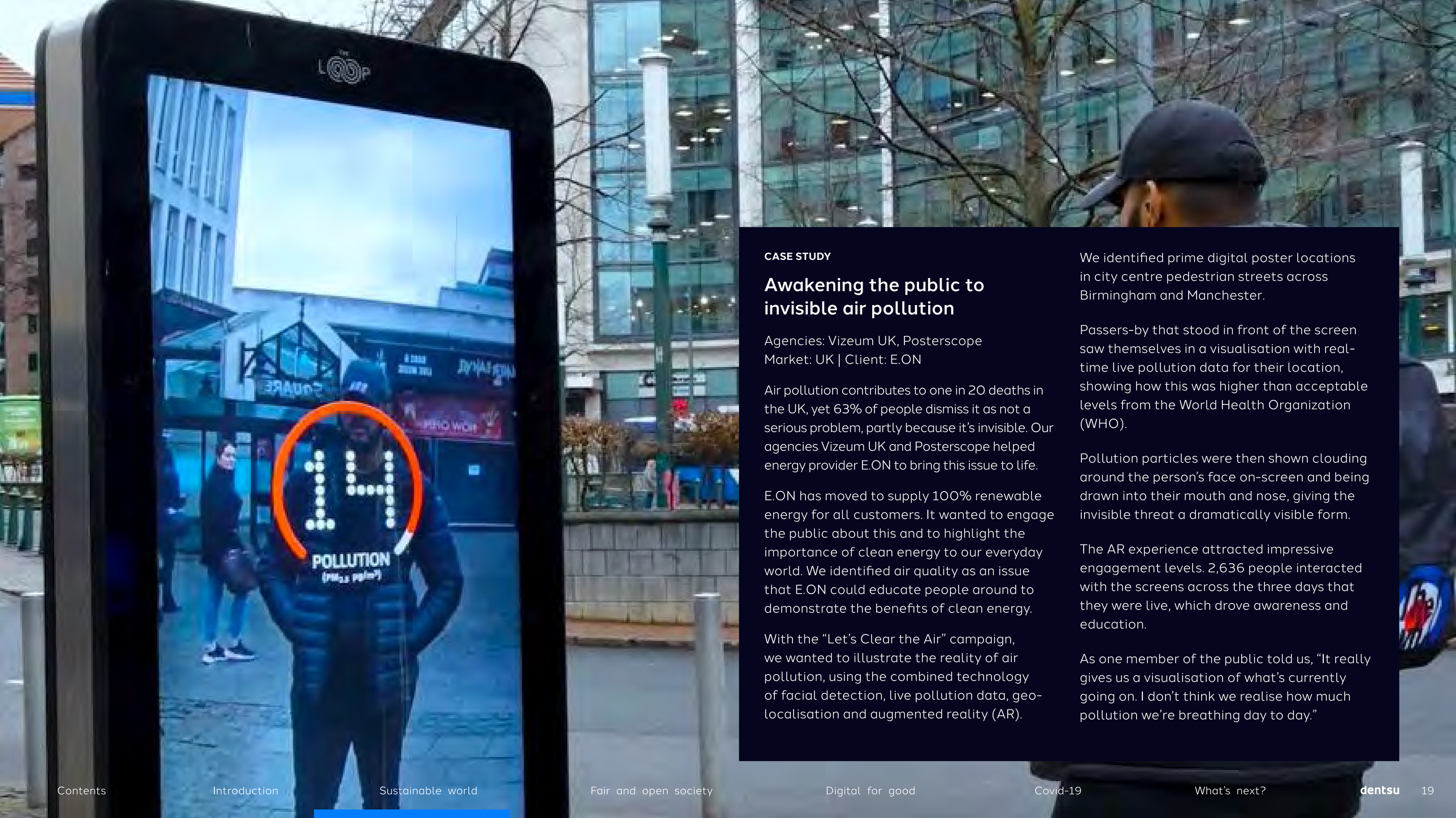
We set out to create a customer-friendly, ecommerce-centric solution to reduce food waste. The result was Chefbot, a first-of-its-kind AI tool that helps people to make the most of the food ingredients they already have, by finding recipes that use those ingredients.

Consumers take a photo of their available ingredients and tweet it to @KrogerChefbot. The AI tool recognises these items from its database of 2,000+ ingredients and responds with a suitable meal from Kroger's 20,000+ shoppable recipes.

We supported Chefbot's launch with a full marketing ecosystem, creating a Chefbot animated character who featured in our how-to videos and social content. Our launch also included influencer partnerships with famous foodies, showing how easy Chefbot is to use, and inspiring consumers to reduce their food waste.

By helping to use leftover food, Chefbot can save the average American family an estimated $1,500 and 250lbs of food per year. Chefbot is still going strong, getting smarter and more helpful with every ingredient it sees.

Chefbot has proved to be Kroger's most successful social campaign ever, generating the most conversation in its 137-year history and engaging customers on sustainable food behaviours.



CASE STUDY

Awakening the public to invisible air pollution

Agencies: Vizeum UK, Posterscope
Market: UK | Client: E.ON

Air pollution contributes to one in 20 deaths in the UK, yet 63% of people dismiss it as not a serious problem, partly because it's invisible. Our agencies Vizeum UK and Posterscope helped energy provider E.ON to bring this issue to life.

E.ON has moved to supply 100% renewable energy for all customers. It wanted to engage the public about this and to highlight the importance of clean energy to our everyday world. We identified air quality as an issue that E.ON could educate people around to demonstrate the benefits of clean energy.

With the "Let's Clear the Air" campaign, we wanted to illustrate the reality of air pollution, using the combined technology of facial detection, live pollution data, geo-localisation and augmented reality (AR).

We identified prime digital poster locations in city centre pedestrian streets across Birmingham and Manchester.

Passers-by that stood in front of the screen saw themselves in a visualisation with real-time live pollution data for their location, showing how this was higher than acceptable levels from the World Health Organization (WHO).

Pollution particles were then shown clouding around the person's face on-screen and being drawn into their mouth and nose, giving the invisible threat a dramatically visible form.

The AR experience attracted impressive engagement levels. 2,636 people interacted with the screens across the three days that they were live, which drove awareness and education.

As one member of the public told us, "It really gives us a visualisation of what's currently going on. I don't think we realise how much pollution we're breathing day to day."

Sustainable consumption and production

We believe sustainable consumption and production is about creating a balance between the needs of the planet and our needs as individuals, businesses and communities.

Globally, we need a system shift over the next decade that inspires people everywhere towards a new way of living. As a global digital communications and marketing network, we recognise the ability we have to influence consumer behaviour and promote sustainable consumption and production through our client work. We have the power to change mindsets and influence behaviours for the better.

There is a growing trend towards more sustainable products, which is reflected in the rapid growth of sustainable brands across sectors, from cars to clothes, food to energy. Established brands are extending their portfolios, and trialling new packaging, recycling and re-use of their own products to reduce waste, particularly plastic.

For business, it's not just a way to grow in new, more inclusive, efficient and lower impact ways; it will become central to companies' reputation, engagement and survival. Dentsu's Consumer Vision research underlines this, finding that by 2030, two thirds of UK consumers will not buy products that have a negative environmental impact or are single-use.

Our commitment to inspiring change

Over the next decade, we are committed to helping 1 billion people to make better, more sustainable choices, by integrating sustainable behaviours into all our design processes, and creating practical products and services that support sustainable consumption.

As part of this commitment, we are a member of Sustainable Brands, a global community of brand innovators who are helping to shape a sustainable future for commerce worldwide.

We have been creating campaigns and digital solutions for clients that drive sustainable behaviour change for many years. We are proud to showcase examples of work that made an impact in 2020.

CASE STUDY

An app to help our people try plant-based diets

We celebrated dentsu X Taiwan's 21st anniversary with an online campaign to help our people reduce their carbon footprint by adopting a vegan diet. According to research by the University of Oxford, a plant-based diet can reduce a person's carbon footprint by up to 73%. Avoiding meat products may help combat climate change and its impacts, reverse land degradation and halt biodiversity loss.

We developed a web app to engage our employees and encouraged them to upload pictures of their vegan meals to share with colleagues over the three weeks of the campaign. Virtual trees were planted within the app, to help visualise the equivalent carbon savings that were being made.

1,730 vegan meals were consumed during the campaign, saving 1,384kg of CO_2 emissions, which was equivalent to planting 50,000 trees.

1 https://www.ox.ac.uk/news/2018-06-01-new-estimates-environmental-cost-food

CASE STUDY

Protecting natural resources through responsible tourism

Agency: dentsu X | Market: Thailand
Client: Tourism Authority Thailand

Thailand is a natural paradise, but the growing tourism it attracts can threaten its natural wonders. We worked with Tourism Authority Thailand to encourage positive, sustainable behaviours among tourists.

The natural resource depletion and environmental impacts associated with tourism pose many problems in Thailand, and greater social awareness of the issues is required. Our goal was to actively discourage unethical activities such as sea fishing, anchoring boats on coral reefs, construction on beaches, or harming wild elephants.

Our campaign, "I'm The One for Nature" was created to enhance awareness and promote environmental preservation while travelling. We encouraged tourists to be social advocates for nature preservation and responsible tourism. We recognised the importance of millennial travellers and their social media behaviour, creating superior content that struck a chord with them, even before they have arrived in Thailand. The initiative instilled environmental consciousness among tourists, by building both an online and offline community spirit.

We also created a video content series with a top travel vlogger, to discuss responsible tourism issues. A video booth was strategically placed on Thailand's most visited beach in Phuket, so tourists could learn about the issues and join the cause. Tourists were also able to make an online commitment to become a Mountain Protector, Beach Saviour or Guardian of the Forest, and share their commitment on social media.

The campaign has achieved over 16 million media impressions and 1.7 million campaign engagements. Over 6,000 people have signed up to support the cause. Additionally, a group of divers, inspired by the campaign, conducted an underwater clean-up and constructed artificial reefs to support marine life.

CASE STUDY

Wind, water and sun – three words to save the world

Agencies: BC&F, OMD | Market: New Zealand
Client: Meridian Energy

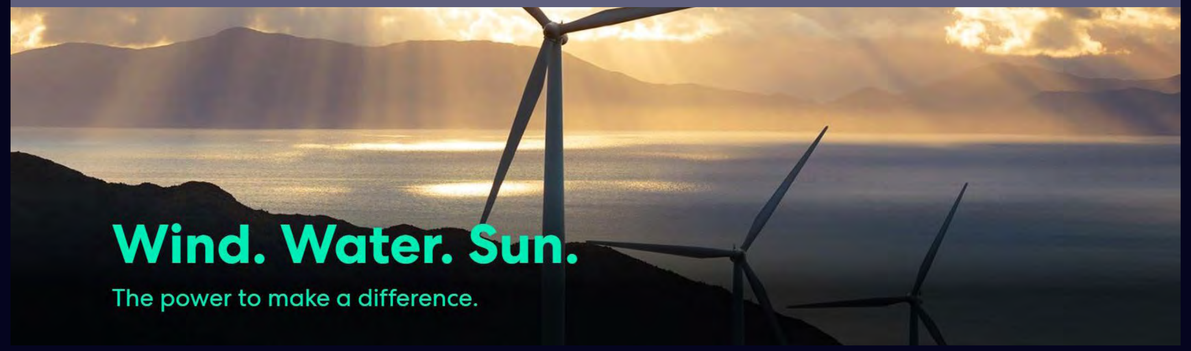
The case for renewable electricity is well documented, but the jargon associated with it means little to most people. Meridian Energy, a 100% renewable electricity supplier in New Zealand, found widespread consumer confusion and asked us to help get the message across in a simpler way.

One of New Zealand's most distinctive qualities is that it is an island nation with ever-changing weather. Talking about the elements gave us a simple context to connect with New Zealanders. We therefore created a campaign showing how Meridian harnesses wind, water and sun.

We launched an integrated campaign with the story of everyday New Zealanders engaging with the elements. Through our media activity and strategic partnerships, we reinforced how Meridian is actively making a difference to the environment and society with its clean electricity.

To connect Meridian in people's minds with "wind, water and sun", we started a long-term sponsorship of the national weather forecast in TV and press. We also partnered with a national TV network to develop a three-part series about 'The Power of Weather'. In a New Zealand market first, we used our proprietary dynamic technology to match the content of Meridian's out-of-home advertising displays with current weather conditions. We also partnered with Wellington brewery Garage Project, to create a beer brewed with the help of 100% renewable electricity.

Within three months, Meridian's "wind, water and sun" message went from zero to 22% national awareness, as did public recognition of Meridian as New Zealand's largest producer of 100% renewable electricity.



CASE STUDY

Fast forward on the journey to clean water

Agency: dentsumcgarrybowen | Market: North America | Client: Brita

A lack of access to clean water is a major challenge facing much of the developing world. Our dentsumcgarrybowen agency worked with water filter maker Brita, to create a campaign that inspired better consumer product choices by acknowledging global resource scarcity and consumers' impact on it.

We developed the Brita Walkumentary campaign. This centred on an extraordinary pre-roll ad appearing on YouTube – a four-hour film documenting a real woman's journey to get clean water for her family.

Instead of skipping the documentary, viewers could 'End Her Walk' by clicking through to a page featuring a reusable filtered Brita water bottle, that can provide clean water to a person in Africa for one year.

The campaign successfully encouraged people to play a part in enabling access to water. To date, the programme has provided over 55,400 people in Kenya with clean water.

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 designers, creatives 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

Our strength lies in difference. We are committed to long-term sustainable change in society, and within dentsu international. We will ensure a culture of fairness, equity and equality for all.

Through our commitment to diversity, equity and inclusion, we pledge to seek out diverse perspectives, celebrate difference, and build a culture where everyone is empowered to bring their authentic self to work.

Our 2020 achievements

In 2020, we continued to focus on building our understanding, but also on formalising guidance for the business, educating our workforce and launching exciting new initiatives to support our people.

Setting a clear direction for the business

We established a set of global principles, which govern how we operate as a business, with clear accountability for our regions and across our functions, driving concrete action and tangible, locally relevant change.

This approach reflects our commitment to being an organisation that promotes the wellbeing and inclusivity of all our people across ethnicity, race, sexual orientation, gender, age, religion, neurodiversity and differing physical abilities.

A global and regional approach

Our global commitment included the appointment of Chief Equity Officers in each of our three regions, Americas, APAC and EMEA. Christena Pyle was appointed Chief Equity Officer for Americas in 2020, and will be joined by Rashmi Vikram for APAC and Pauline Miller for EMEA.

We will also establish regional Inclusion and Diversity Councils that will evolve and shape the appropriate commitments, programmes and investments for their specific region and local market dynamics and issues.

Each region will define and set diversity, equity and inclusion targets, based on market data, ensuring our workforce mirrors the societies we work and live in. We completed the updating of our employee records in Q4 2020, to help inform target-setting and enable us to track progress. Having robust data and an understanding our employee base continues to be a priority.

Driving inclusion through education

In Q1 2021, we rolled out a bespoke global training programme on inclusive behaviours, valuing difference and realising the power of inclusion. Over 40,000 employees took part in 17 languages. We are already seeing a commitment to positive change, with 95% of leaders planning to take more international action to foster a culture of inclusion.

A new vision for diversity, equity and inclusion in the UK and Ireland

In the UK and Ireland (UK&I), we have launched a new vision for diversity, equity and inclusion (DEI): we will create an inclusive culture where all talent thrives – and we will champion meaningful progress in DEI for our people, clients and partners.

To support this vision, we launched a new DEI strategy, policy and pledge. All UK&I employees were invited to sign the pledge as a demonstration of their commitment.

The UK&I DEI Council led this work. Established in October 2020, the Council brings together our executive team with the leaders of our employee networks to drive action on diversity in the market.

James Morris, UK&I Creative CEO and President EMEA, Creative, said, “Our new campaign aims to be thought provoking and spark conversations that might make people a little uncomfortable in terms of discussing all aspects of diversity, equity and inclusion. This is purposely designed this way, as we would like to inspire a culture where people can talk freely. It’s about enabling all of us to be ourselves.”

Enabling equality through partnerships

Globally, we are signatories to the United Nations' Women's Empowerment Principles (WEPs), a set of principles offering guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace and wider community. We use the WEPs to assess gender equality within dentsu, monitoring issues including equal pay for work of equal value, gender-responsive supply chain practices and zero tolerance of sexual harassment in the workplace. In 2020, we continued to be active members of the UN Global Compact Diversity and Inclusion Working Group in the UK.

We are a founding member of WEF's Partnering for Racial Justice Initiative. This new global coalition of businesses and their leaders leverages individual and collective power to build equitable workplaces for professionals with under-represented racial and ethnic identities. We are proud to be the first member from the advertising industry.

Partnerships such as these strengthen our commitment to becoming an accountable organisation, help us to measure our progress and reinforce our focus on enabling a diverse, inclusive and instinctively generous culture.

Towards gender equality in leadership

The proportion of women in senior leadership globally increased from 32% in 2019 to 35% in 2020. Many of our individual markets achieved or exceeded our aim of 40%. Notably this year, Austria, Poland and Mexico have achieved 50% women in senior leadership roles, reaching gender balance.

There is still work for us to do globally, which is why we have set an ambitious new target: 50% of our Senior Executives and Executives to be female by 2025, including 50% of the dentsu international Executive Board.

Driving accountability

Gender diversity has been a priority for the business globally for many years. Our leadership balanced scorecard, launched in 2019, continues to drive accountability among our leadership for building a long-term pipeline of diverse talent. This scorecard ensures that gender diversity metrics are included in our leaders' performance metrics, together with talent development and employee engagement.

Creating a culture of inclusivity

We recognise the importance and value of bringing together individuals with shared or common experiences and interests.

Highlighting female role models

For International Women's Day 2020, we shone a spotlight on female role models and success stories from across dentsu.

We hosted a series of livestreamed panel sessions with industry leaders. In these we celebrated women who are setting the standards for how we want our wider business to operate – so we can all step up and start to build an even more diverse and inclusive culture.

Our global events included an intimate fireside chat with dentsu's Global Chief HR Officer, Anna Moulton, where she discussed the importance of gender diversity in our business and shared her own journey as a female leader. The event also included external speakers from Spotify, Bloom UK, Global Growth Hub, Adobe and Hearst Europe, to discuss topics such as tackling stereotypes and how to nurture diverse talent.

Coming together to REPRESENT

REPRESENT is a UK network for dentsu employees from a Black, Asian or minority ethnic background. Launched in March 2020, it enables people who champion diversity and inclusion to have space within the business to share their experiences and be heard.

The goal of the network is to implement new initiatives and support existing strategies that integrate cultural diversity, equality and inclusion into all aspects of dentsu's operations, and ultimately to change industry perceptions.

The network helps ensure that dentsu policies are inclusive, and that they fully consider the needs of ethnically diverse communities, maintaining consistency across the network. REPRESENT also serves to promote dentsu as a pro-diversity business to clients and the advertising industry.

REPRESENT's goals for ethnic diversity

Management opportunities: One of our biggest goals is to create more opportunities for ethnically diverse employees to be considered for positions at middle and senior levels of management.

Sharing and learning: We want to create a safe and inclusive space within the business to share experiences, listen to and learn from one another.

Normalising diversity: We will implement strategies that integrate cultural diversity, equality and inclusion into all aspects of dentsu's operations, and ultimately change industry perceptions.

Empowering Champions and Allyship: We want to inspire and encourage Champions and Allies within the dentsu group to support the diversification of our workforce.

Inclusive communications: We will ensure that our activities and learnings on these issues will be integrated into existing denstu mainstream communications channels.

Inclusive learning: We will ensure what we do and what we learn is shared across all of our platforms and communications channels

Outreach and engagement: We will demonstrate Social Impact by engaging with non-profit organisations that seek to drive a positive change within ethnically diverse communities.

A welcoming environment: We will ensure that dentsu is a place where everyone feels equal and welcome.

How REPRESENT is achieving its goals

Internal action: Building communities and empowering our people, holding brave conversations and elevating cultural fluency, embedding equitable policies and programmes that enable career growth.

Reaching out: Building relationships with organisations focused on ethnically diverse communities, media owners and clients.

Driving discussion: Raising awareness of issues faced by ethnically diverse communities in the workplace through key events and discussions.

Understanding the data: We need to understand better the diversity of our business through our data. We must collect this in a way that both meets local legislation and ensures employees are comfortable providing it.

Creating opportunity: Giving under-represented people a voice within the network to influence and identify the change needed to improve their futures.

Valuing the participation of people with disabilities

Dentsu joined the Valuable 500 initiative in July 2020. Launched at the World Economic Forum, Valuable 500 promotes the active participation of people with disabilities.

The initiative calls on business leaders to foster innovation enabling people with disabilities to realise their potential and value to society, business and the economy. We are committed to respecting employee diversity and developing solutions for people with disabilities in the advertising communications domain, in pursuit of respect for human rights as set out in the dentsu group Code of Conduct.

Coming out at dentsu

We published the 'Coming out at dentsu guide – a collaboration between the UK and US teams – to support LGBTQ+ employees through coming out at work. It provides managers with guidance, and all employees with the information they need to be allies for others, fostering an inclusive work environment. The guide has been very successful and widely shared across the business, with our global HR team using it as a template for similar guides in other markets worldwide.

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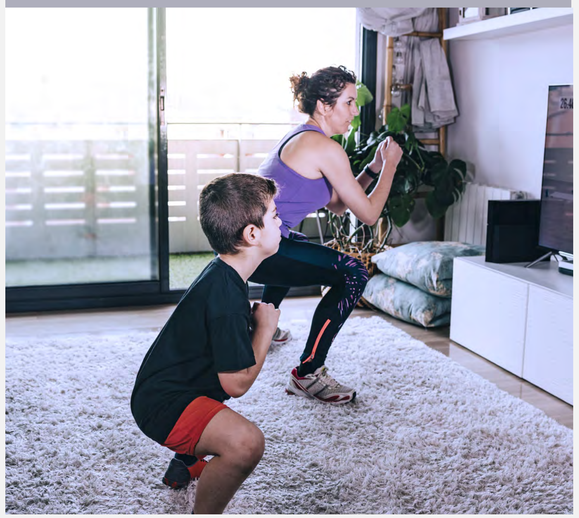
A family-friendly workplace in the UK

We have been named one of the top 30 most family-friendly workplaces in the UK by Working Families, the leading life balance charity, for the second year running.

Dentsu was recognised for its ability to support the diverse needs of its people and build cultures that embrace flexible working – particularly in a working environment impacted by COVID-19.

Our progressive policies and benefits also drive our position in the benchmark. In the UK, they include 20 weeks of shared parental leave to match our maternity and adoption policies, three weeks of paternity leave and an Employee Assistance Programme available to all employees and family members.



Our parents and caregivers group

During the pandemic we actively looked for ways to support our employees who are parents and caregivers. Our growing Microsoft Teams channel provided a great forum for sharing articles, resources and creating a safe space for our parents and caregivers to ask questions and receive advice.

We set up regular group drop-in sessions, covering key topics such as flexible working and the mental health of our people and their families. We also gathered feedback on what more the business could be doing to support them.

These sessions provided direct information to the leadership team about the wellbeing of parents and caregivers in the business. It also provided a valuable forum for employees to share their worries, stresses and solutions.

We provided activity classes for parents of babies and younger children who have been isolated during lockdown. These were followed by networking sessions to bring together parents across dentsu, again giving the opportunity to combat loneliness as well as facilitating a mutual sharing of advice among the new parents.

We reviewed our parental policies and provided feedback and statistics to HR teams. This has helped to ensure that our policies are industry-leading and evidence-based in their likely impact on our staff support, recruitment, welfare and retention.

Our Parents and Caregivers Committee member, Alana Gunn, spoke on a panel for the charity Working Families on the topic of 'Leading the way out of COVID-19' – showcasing our experience in supporting our staff and promoting our family-friendly policies.

Our Primary Caregivers Programme in Australia

Our Primary Caregivers Programme is a critical component of a larger programme of work to build a strong pipeline of female talent. Our Australian Diversity, Equity and Inclusion Committee developed the programme to support parents as they return to work, through expert external coaching, as well as support from local leadership and the HR team. We help people returning from parental leave to succeed by equipping them with the skills they need to stay on track and to look after their wellbeing, such as setting clear career goals.

Spotlight on North America

The injustices and inequalities too often seen in society were brought into sharp focus in 2020.

The murder of George Floyd cast an irrefutable spotlight on the social and workplace inequalities in the US and around the world.

Despite the focus on race, dentsu US did not want to lose sight of the progress needed across all axes of identity, including ethnicity, race, gender, sexuality, ability, cognitive diversity, religion and other critical forms of identity.

In 2020, two new goals were created for the US business, in addition to the global gender targets:

- **30%+** multicultural representation by 2025; with 25%+ in Executive levels
- **Increase** identification of LGBTQIA+, persons living with a disability and Veteran populations

More broadly, the teams across the Americas have created resources to equip people to have difficult and courageous conversations that continually move towards a workplace of inclusion and belonging, addressing systemic inequity and creating a culture of upstanders.

Equipping and holding our leaders accountable: Executives are held accountable for progress in representation, inclusive culture and DEI activation within their organisation. This is folded into their performance assessment and regularly discussed through our practice of quarterly DEI Business Reviews, initiated in July 2020 with our service line CEOs and central function leaders. This has been complemented with small, intensive group leadership sessions on allyship, privilege, equality versus equity, with DEI embedded into ongoing manager training.

Driving dialogues: Learning and unlearning are core to achieving our ambitions. In 2020, we supported people along their journey, through both mandatory training and an ongoing calendar of culturally forward, provocative events and resources. Driven through our employee Business Resource Groups (BRGs) and champions, bespoke programmes included two US employees creating a grassroots discussion framework 'Difficult Dialogues Made Easy', which enables brave conversations about race and identity, and our Canada HR team undertaking 30 weeks of discussion with an anti-racism series.

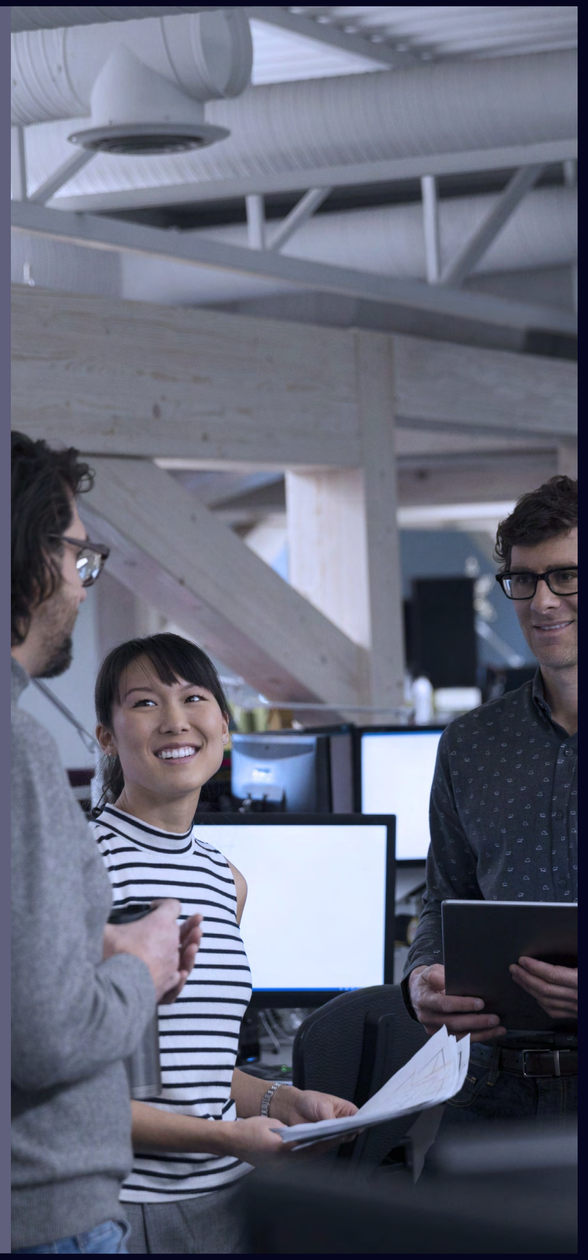
Building bridges: In 2020, collaboration between the Multicultural and Military BRGs resulted in the first instalment of 'Bridging the Gap between Minorities and Law Enforcement'. This has led to ongoing honest and hopeful dialogues across dentsu, which explored the complex and traumatic relationships between Law Enforcement and the Black, Indigenous and People of Colour (BIPOC) communities. In addition, dentsu US is providing pro bono work and collaborating with some of our clients to support the ABLE Project (Active Bystandership for Law Enforcement), a national hub for training, technical assistance and research, all with the aim of creating a police culture in which officers intervene as necessary to prevent misconduct, avoid police mistakes and promote officer health and wellness.

Building a workforce representative of the future

We act with intention to invest in our people and to build partnerships driving inclusive recruitment, as both are critical to our commitment to build the next generation of leaders. We support equitable talent development and are also creating additional investment programmes for our high-performing and high-potential diverse talent.

In 2020, we took action to drive inclusive recruitment and equitable talent development, partnering with organisations such as the 4A's Foundation's Multicultural Advertising Intern Program (MAIP), American Advertising Federation's Most Promising Multicultural Students programme (AAF MPMS), adfellows, Facebook Coursera and the Onyx Initiative.

The AAF MPMS programme connects the advertising industry with top multicultural university seniors across the US. Dentsu US is a proud sponsor of the prestigious programme and in January virtually hosted the 2021 class of 50 students. Thirteen dentsu leaders from across the business served as judges and coaches, helping the students to prepare for their sprint pitch competition, where they presented on our brief: the Future of Work. Students provided valuable insight as dentsu, and the wider industry, helping define the next 15+ years of how we will work and for whom the workplace will be designed.



Continuing our support for female entrepreneurs

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 company and their community. It aims to empower female entrepreneurs, facilitate the development of tech-enabled businesses and drive economic growth around the world.

Exceeding our 2020 goal

We were delighted to achieve our goal to mentor 100 female entrepreneurs by 2020. In total, 101 women have been mentored through the programme. This was made possible through the rapid digitisation of the programme, enabling us to continue delivery at scale, including launching a new Female Foundry programme in the US. We also provided additional remote business mentoring support to Female Foundry alumni in South Africa and India.

Launching the programme in the US

Our 2020 Hear Her Voice study revealed that women launching their own businesses in the US are seeking self-fulfilment, flexible working conditions and greater independence. However, they face the challenge of feeling isolated, and do not have access to the same support networks as their male counterparts. These findings helped inform the curriculum for our US training.

The COVID-19 outbreak meant that we needed to quickly pivot the programme from a three-day in-person boot camp to a virtual training format, with 90-minute online sessions for six weeks.

This new virtual format helped to create new opportunities for the programme, as we were able to extend the reach of the programme across a greater geographical area. We also adapted the curriculum to help participants develop their strategies, skills, networks and resilience to market challenges, and to use and develop digital tools important for business survival during the pandemic.

Highlights include:

30
female founders participated

10
business sectors and 16 US States were represented

40%
of participants were Women of Colour

Neo Monareng, Owner of Gadifele Communications, said,

"Spending time with like-minded female entrepreneurs, and mentors who are established game-changers, left me feeling inspired in more ways than I expected. There was an immediate sense of sisterhood and genuine support that was humbling to experience. Without the Female Foundry boot camp, Gadifele Communications would not have been able to share a space with so many powerhouses at once, all gathered there to help each one of us propel further. I'm grateful to have been picked to share ideas with such amazing people."

Kwan Segal, Founder, ICAway, commented,

"I have never felt so proud to call myself a female founder until today. The opportunity to learn from the Female Foundry programme and meet with so many amazing female founders has empowered me tremendously."

Creating opportunity: looking forward

In 2021, we are proud to have Chief Equity Officers in place across all regions. Together they will lead and shape specific regional and market-level DEI targets and activities, aligned with our global principles and common goals.

We will accelerate our work to achieve gender balance among our leadership, as well as increasing community-based hiring, by providing work opportunities for 5,000 under-represented people.

Female Foundry will expand to Canada and Russia for the first time. The programme will also return to South Africa, with a new cohort of female founders, delivered through a hybrid online and in-person model, building on the benefits we saw from our virtual format in enabling broader reach.

Our 2025 and 2030 global targets

50%

of senior executives and executives to be female by 2025

5,000

under-represented people to gain work placements or internships by 2030

500

female-founded businesses supported

Promoting equality

We are committed to creating opportunity for those who need it most and in 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 also have the unique ability to influence, creating empathy and building bridges to understanding. In this way we can help to build a fairer, more inclusive and open society.

Our 2020 achievements

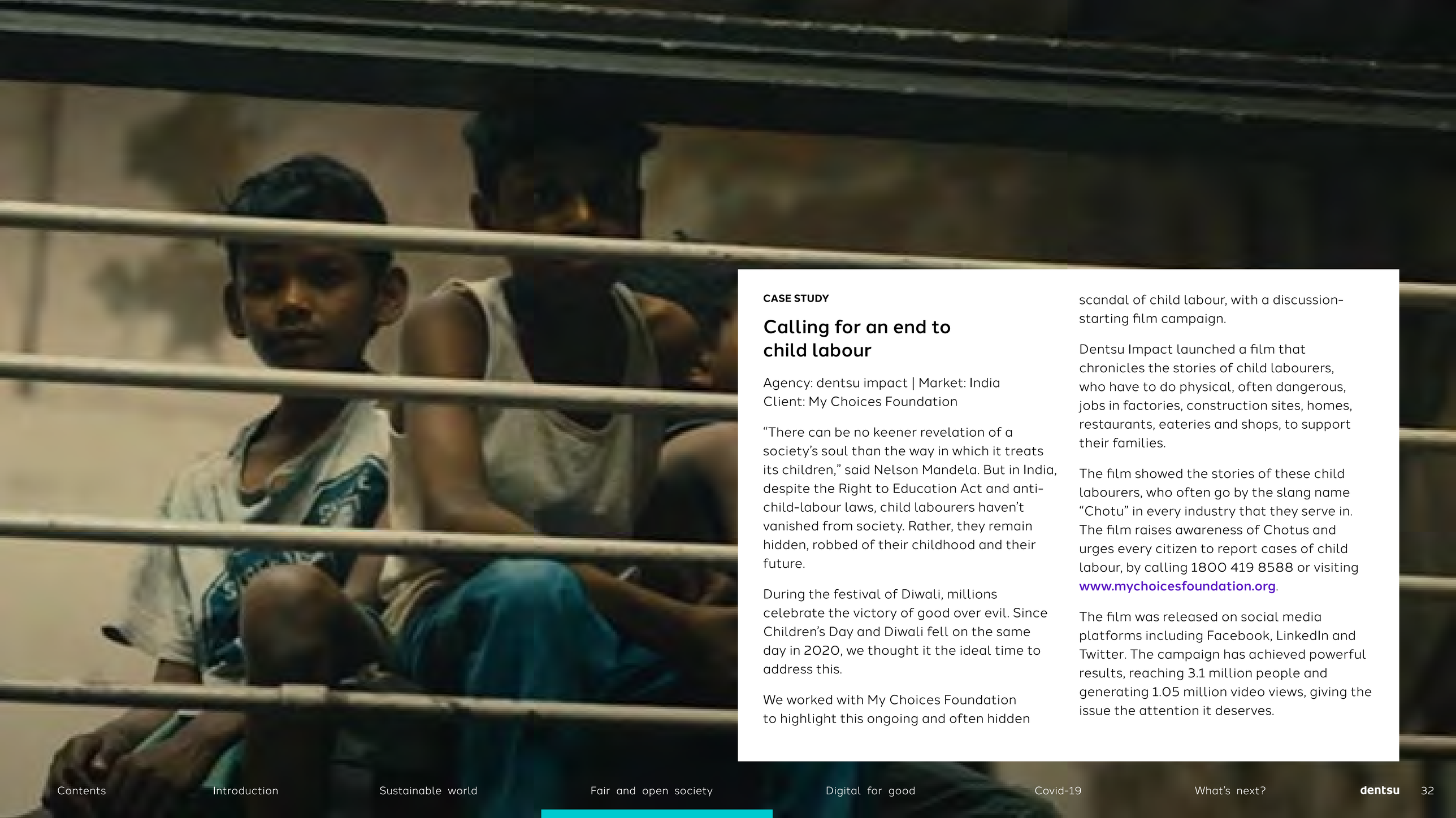
Our 2020 strategy included our commitment to work with clients and partners to transform the role of brands in the digital economy, building awareness, trust and better outcomes for society, as well as long-term commercial opportunities. This was reinforced by our commitment to the United Nations' Common Ground collaboration and our 2020 goal to reach one billion people through campaigns related to the UN Sustainable Development Goals.

In 2020 we were proud to reach over two billion people through SDG related campaigns, bringing our total to 3.7 billion people reached since 2016, far exceeding our 2020 goal. Over a third of these were in support of SDG3: Good Health and Wellbeing. In October we celebrated this work through the launch of our SDG3 hub during the week of the United Nations General Assembly, showcasing information, videos and case studies on the best of our work to promote health and wellbeing, including detail on our long-term pro bono partnership with non-profit organisation Malaria No More. Case studies span critical areas of the world's health agenda such as communicable and non-communicable diseases, mental health, sexual health, road safety, health air and COVID-19.

Recognising the inter-dependent nature of the Global Goals, we also expanded our focus beyond SDG3. So far, we have tackled 14 of the 17 SDGs through the work we do. In 2020 over half of our campaigns related to three goals, closely related to our wider Social Impact strategy, and reflecting the appetite from our clients for action on these issues: SDG4: Quality Education, SDG5: Gender Equality and SDG10: Reduced Inequalities.

What are the United Nations Sustainable Development Goals

The Sustainable Development Goals are "the blueprint to achieve a better and more sustainable future for all by 2030". The 17 goals address the global challenges we face, including those relating to poverty, inequality, climate change, environmental degradation, peace and justice. They were adopted by all United Nations Member States in 2015: each goal has a set of targets and indicators that are used to track progress against them.



CASE STUDY

Calling for an end to child labour

Agency: dentsu impact | Market: India
Client: My Choices Foundation

"There can be no keener revelation of a society's soul than the way in which it treats its children," said Nelson Mandela. But in India, despite the Right to Education Act and anti-child-labour laws, child labourers haven't vanished from society. Rather, they remain hidden, robbed of their childhood and their future.

During the festival of Diwali, millions celebrate the victory of good over evil. Since Children's Day and Diwali fell on the same day in 2020, we thought it the ideal time to address this.

We worked with My Choices Foundation to highlight this ongoing and often hidden scandal of child labour, with a discussion-starting film campaign.

Dentsu Impact launched a film that chronicles the stories of child labourers, who have to do physical, often dangerous, jobs in factories, construction sites, homes, restaurants, eateries and shops, to support their families.

The film showed the stories of these child labourers, who often go by the slang name "Chotu" in every industry that they serve in. The film raises awareness of Chotus and urges every citizen to report cases of child labour, by calling 1800 419 8588 or visiting **www.mychoicesfoundation.org**.

The film was released on social media platforms including Facebook, LinkedIn and Twitter. The campaign has achieved powerful results, reaching 3.1 million people and generating 1.05 million video views, giving the issue the attention it deserves.

CASE STUDY

Representation for all the colours of our world

Agency: dentsumcgarrybowen | Market: US
Client: Crayola

Crayola believes every child should be able to colour themself into the world they see around them. That's why we worked with the brand to launch its inspiring new Colours of the World crayon set.

Crayola began its inclusion journey back in 1992, by launching the first multicultural crayon pack, featuring a collection of crayons representing different skin tones. Over the years, the brand acknowledged the need to modernise the pack to meet the growing diversity of today's world, by increasing representation within creativity.

Crayola's objective was to completely reimagine its eight-pack crayon set and turn it into an inclusive pack that celebrates the colours of the world, in partnership with major influencers and diverse figures in the beauty industry. We partnered with beauty industry experts to help Crayola develop a global palette of 24 colours that authentically reflects the full spectrum of human complexions.

We worked with Crayola to launch the new set on 21 May 2020, the United Nations' World Day for Cultural Diversity for Dialogue and Development. As part of this activity, we wanted to engage children in meaningful and authentic activity using the crayons. When we asked teachers how they would use the new crayons in their classrooms, they resoundingly told us that drawing self-portraits helps build self-esteem and self-confidence in children. With this learning, we created the Draw Your #TrueSelfie campaign – inviting children to submit crayon self-portraits to the #TrueSelfie gallery at Crayola.com – celebrating beautiful and truly representative and inclusive selfies.

To date, the launch has resulted in 2.7 billion impressions, as well as celebrity social advocates such as Patricia Arquette, Jennifer Aniston and Kristen Bell. The campaign was also a finalist in the Shorty Awards 2020 in the Social Good Campaign category.

ZERO MALARIA

Mobilising a generation to end Malaria

Malaria kills a child every two minutes. Our support for global NGO Malaria No More began in 2017, born out of our commitment to the United Nations' Common Ground collaboration, and aims to eradicate malaria within our lifetime.

On World Malaria Day 2020, we launched Zero Malaria, a new brand designed to unite the global malaria community, created by Isobar Achtung in Amsterdam. Health institutions, malaria organisations, community advocates and leaders have adopted the Zero Malaria brand in communications reaching over 607 million people to date and achieving more than 3 billion views worldwide. Partners that have embraced the brand include the World Health Organization and the United Nations. Zero Malaria ambassadors include global sporting heroes such as Eliud Kipchoge, David Beckham and Siya Kolisi.

In 2021, we will launch the landmark campaign, 'Draw the Line Against Malaria'. Combining creativity, innovation and social action, we are creating a digital youth movement that inspires and lobbies African governments to mobilise in taking meaningful action to end malaria during our lifetime. With 74% of Africans now aged under 35, the youth contingent are powerful agents of change, and the campaign represents a rallying cry for political leaders to step up the action to fight against malaria.

Powered by a visual language developed by a famed Nigerian artist Láolú Senbanjo, the campaign's message to end malaria will be translated through a digital platform, activation and a powerful hero film. Rallying the call to action will be a host of celebrities from across Africa.

Leading the development and execution of the campaign are creative and media teams from the UK, Netherlands, Denmark, US, Kenya, Senegal, Nigeria, Ghana, Rwanda, Zambia, South Africa, Tanzania, Canada and India. Our teams are working with Malaria No More in collaboration with its creative collective and influential players in the malaria community, including African Leaders Malaria Alliance, 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.

Merkle expertise supports $162m fundraising in 2020

Our data driven solutions bring commercial-level marketing outcomes to Not-For-Profits (NFPs). With our rich data and analytics heritage, dentsu agency Merkle has deep industry expertise that supports fundraising within leading NFPs.

Cancer Research & Support
Dollars raised: $73,745,633
Donors: 1,046,761

Health Charities
Dollars raised: $62,368,356
Donors: 1,018,632

International Relief
Dollars raised: $22,402,123
Donors: 172,704

Human Services
Dollars raised: $3,543,264
Donors: 39,914

Total dollars raised:
$162,059,376

Total donors:
2,278,011

CASE STUDY

Warning against a future of hate crime

Agencies: dentsumcgarrybowen Italy, The Big Now | Market: Italy | Client: Amnesty International

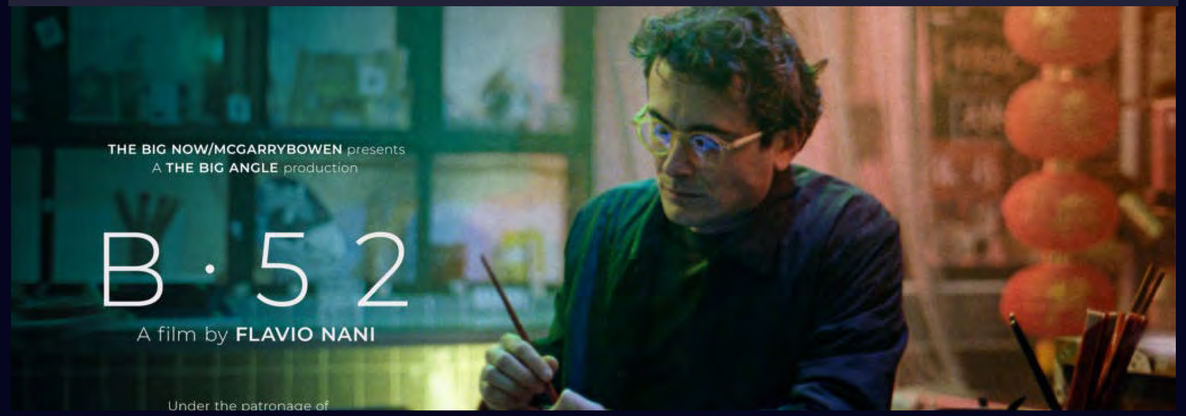
Hate crimes motivated by racial or religious differences have been on the rise for years in Italy, as in the rest of the world. Amnesty International is dedicated to fighting hate crime but needs fresh ways to bring its message to a desensitised society. We created a powerful short film for Amnesty International, to highlight the systematisation of racial violence by digital media.

We wanted to provide pro bono assistance to Amnesty International in Italy on this vital issue. The initial creative insight was simple: how long will it be until racial violence is systematised by the technology of social media?

On 21 March 2020, for the International Day for the Elimination of Racial Discrimination, we launched B·52, a fictional short film. In the seven-minute cautionary tale, youths commit racist, xenophobic, hate crimes as part of a high-tech game. The film's ambiguous ending implies that anyone in this over-connected, desensitised world, even the predators, might become prey.

"It clearly tells that hatred may turn back on those who spread it," said Amnesty International's Riccardo Noury. "It reminds us how easily the line between hate speech and hate crime can be crossed."

B·52 was promoted on Amnesty International's Italian website and social feeds and screened on various digital platforms and TV channels in Italy. It has driven social media discussion of racial violence issues among a new audience.



CASE STUDY

Volunteering to support indigenous artists

Agencies: Cox Inall Ridgeway, Haystac, BWM dentsu | Market: Australia | Clients: Broadway Shopping Centre, Pinterest

Ethnic minorities worldwide have faced particular challenges during the pandemic. Through volunteering and creative campaigns, we helped highlight the work of Aboriginal communities during a challenging time.

NAIDOC Week celebrations are held across Australia each July to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. In 2020, due to the COVID-19 pandemic, the celebration was postponed to November. Indigenous communities around Australia also faced a severe reduction in visitors to their art and community centres.

NAIDOC Week was a chance for brands to reach out and make a real difference. Broadway Shopping Centre in Sydney asked us to create something special to mark the event. In addition, Pinterest tasked us to create a campaign to acknowledge the importance of NAIDOC Week.

We worked with indigenous artists on a bespoke artwork installation for the Broadway mall, hosting a pop-up gallery from Boomalli Aboriginal Arts, weaving workshops and running the First Nation Fashion Pop-Up Store. Many of our people volunteered their time to run activities during the event.

For Pinterest, we launched the Northern Indigenous Renaissance, a bespoke virtual exhibition with artworks and images from art centres across northern Australia.

Thousands of visitors visited the Broadway mall in NAIDOC Week to see the artwork and pop-up store. Over ten days, our volunteers helped to generate over AUD60,000 in sales. We helped secure 16 pieces of media coverage about the event, including broadcast TV, and over 6.8 million online impressions.

Our Pinterest activity during November 2020 generated 7 million impressions, 42,000 clicks and 1.2 million video views.

Promoting gender equality

Gender equality is more than a basic human right, it is a way to achieve a fairer society overall. However, in 2020 a **WEF report** showed that while there has been an improvement in reducing the gap in gender parity, it is unlikely equality will be achieved for another 99.5 years. According to **UN Women**, the impact of COVID-19 has had further disproportionate effects on women, in terms of employment, poverty, access to sexual and reproductive health and gender-based violence.

Gender diversity and equality has been at the forefront of our global efforts to date, and we continue to address this as a priority. Our strategy development process and materiality assessment findings showed that gender equality is a key area where dentsu has a strong track record and is well positioned to make a difference.

In 2020, we signed up to the United Nations' Women's Empowerment Principles to reinforce our commitment to SDG 5: Gender Equality.

We made confronting gender inequality a priority for our 2020 campaigns, focusing on issues that are aligned to some of the key SDG 5 targets, such as gender-based violence.

Challenging the representation of women in the media

People often see the media as uniquely able to positively impact gender equality through better representation of women. Yet satisfaction with the current state of representation is low, especially among women.

In October 2020, we joined forces with the US Association of National Advertisers (ANA) to support **SeeHer**, the leading global movement for gender equality in media, advertising, marketing and entertainment.

One of the first outputs of this multi-tiered collaboration is a new proprietary research study, **'Perceptions of Progress: The State of Women's Equality in the US'**. The first in a series to examine consumer attitudes to progress and barriers to gender equality, providing insights into differences in perception by gender. Subsequent reports will dissect results by generation, ethnicity and race.

Both dentsu and SeeHer recognise the power of tangible data and actionable insights to impact and inspire lasting change. The report also highlights the actions the marketing community can take to further equality.

CASE STUDY

Celebrating sisterhood with #Sistergood

Agency: dentsu Jayme Syfu
Market: Philippines

Mutual support is important to build female solidarity and empowerment in the workplace. Our Philippines agency, dentsu Jayme Syfu, runs its annual #Sistergood programme with one main purpose – to inspire and support women into leadership roles.

For 2020, the campaign celebrated 'the GIFts of #Sistergood', identifying how women could support and celebrate each other. All women in the agency created animated GIFs that they could use to share encouragement, acknowledgement of success and thanks with other women. Using Facebook, Instagram and Viber, the GIFts featured empowering messages and connected women instantly over chat.

As dentsu Jayme Syfu's Chairmom, Merlee Jayme, explains, "Tools like Viber and Messenger have been crucial to our everyday communications in the office, from discussing work to agency announcements. Now, seeing these GIFs subliminally brings focus to women's empowerment in every post."

More than that, we were able to show people online what support for and between women looks like. Our #Sistergood GIFts were viewed 56.4 million times on GIPHY.

Call to action to end gender-based violence

According to UN Women, all types of violence against women and girls, particularly domestic violence, have intensified since the outbreak of COVID-19. Several of our 2020 campaigns for clients aimed to raise awareness of this issue and promote action to tackle it.

CASE STUDY

Encouraging action against domestic abuse

Agency: dentsumcgarrybowen Thailand
Market: Thailand | Client: Women and Men Progressive Movement Foundation (WMP)

Domestic abuse is often a hidden problem, particularly when witnesses don't want to get involved. We helped WMP highlight this issue.

From the statistics of the World Health Organization (WHO), one third of women worldwide are abused and harassed by their families. In Thailand, on average, five children and women are abused per day. Most witnesses of this abuse choose to ignore it, rather than help.

We came up with the idea of "The Daily Fight". In a real boxing ring, we set up a scene showing a man and a woman fighting. The unexpected scene shocked the audience. When the truth behind the stunt was revealed, the audience were informed that fights like this happen in real life at home.

We launched the video on International Women's Day, to raise awareness and get the public to act when they see domestic violence. It attracted 164,600 views on the WMP Facebook page, generating wider social discussion of the issue.

CASE STUDY

Highlighting mothers without a choice

Agency: dentsu impact | Market: India
Client: My Choices Foundation

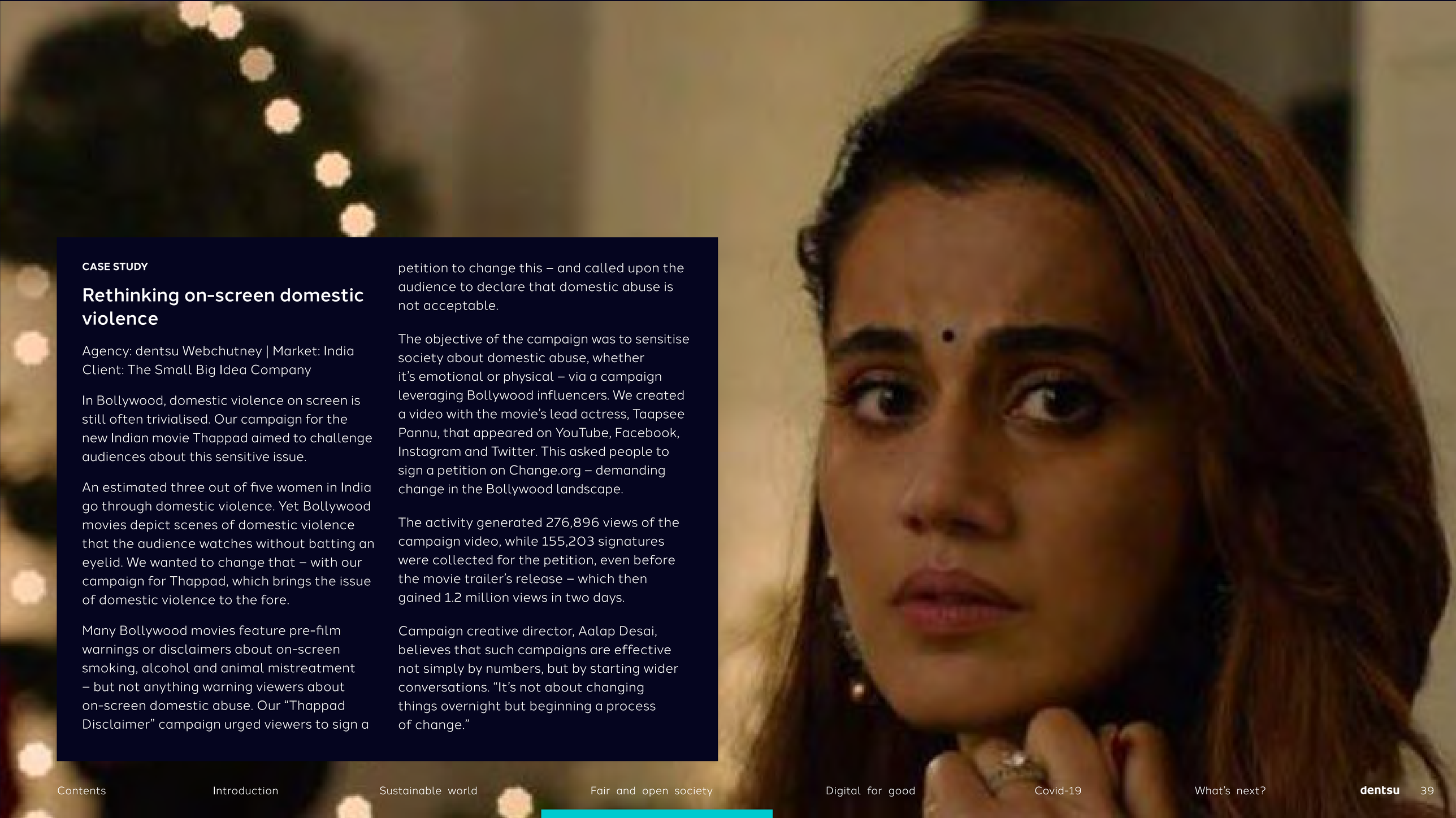
The Indian National Commission for Women reported a sharp increase in cases of domestic violence, rape and attempted rape from March 2020 onwards. While the lockdown has been a necessary step to prevent the spread of COVID-19, it also meant that women who are victims of sexual domestic assaults, were trapped inside the house with their abusers. Many have become mothers – with no choice and no way out, facing a future which has been thrust upon them.

To get the world talking about issues facing women during lockdown, dentsu impact in India conceptualised and executed a digital video that put the spotlight on one of the biggest, yet least understood, causalities of the pandemic.

My Choices Foundation aims to give women and girls the choice to live free from violence, abuse and exploitation. Our brief was to highlight this sharp increase worldwide due to the lockdown. As the world celebrated Mother's Day, its eyes needed to be opened to the plight of millions of women who never had the choice of not becoming mothers.

We conceptualised and executed a digital video to highlight the problem. The video shows women staring at the camera, unable to speak a word. But despite the silence, what we see is anger, angst and suffocation. We hear the claustrophobic pain these women go through every day. The voiceover is their inner voice, pleading for us to help them and prevent them from becoming mothers by force.

As Elca Grobler of My Choices Foundation said, "The video leaves one infuriated and with a feeling of disgust at what vulnerable women have to endure. Although it is extremely difficult to fully know the pain that these women go through, it sends across an immensely strong message – let us not be silent."



CASE STUDY

Rethinking on-screen domestic violence

Agency: dentsu Webchutney | Market: India
Client: The Small Big Idea Company

In Bollywood, domestic violence on screen is still often trivialised. Our campaign for the new Indian movie Thappad aimed to challenge audiences about this sensitive issue.

An estimated three out of five women in India go through domestic violence. Yet Bollywood movies depict scenes of domestic violence that the audience watches without batting an eyelid. We wanted to change that – with our campaign for Thappad, which brings the issue of domestic violence to the fore.

Many Bollywood movies feature pre-film warnings or disclaimers about on-screen smoking, alcohol and animal mistreatment – but not anything warning viewers about on-screen domestic abuse. Our "Thappad Disclaimer" campaign urged viewers to sign a petition to change this – and called upon the audience to declare that domestic abuse is not acceptable.

The objective of the campaign was to sensitise society about domestic abuse, whether it's emotional or physical – via a campaign leveraging Bollywood influencers. We created a video with the movie's lead actress, Taapsee Pannu, that appeared on YouTube, Facebook, Instagram and Twitter. This asked people to sign a petition on Change.org – demanding change in the Bollywood landscape.

The activity generated 276,896 views of the campaign video, while 155,203 signatures were collected for the petition, even before the movie trailer's release – which then gained 1.2 million views in two days.

Campaign creative director, Aalap Desai, believes that such campaigns are effective not simply by numbers, but by starting wider conversations. "It's not about changing things overnight but beginning a process of change."

Promoting equality: looking forward

Through the powerful campaigns we create, we can push boundaries and help create a more equitable and inclusive world. With our Social Impact 2030 strategy, we want to go beyond just reach to fundamentally challenge the perceptions and behaviour of 1 billion people by 2030. This will include a continued focus on gender equality, leveraging our data, insights, creativity and solutions to drive change. We will also continue to campaign to end malaria, the world's oldest and deadliest disease, beginning with the launch of Draw the Line Against Malaria.

Our 2030 targets

1 billion

people reached with campaigns that challenge perceptions and stereotypes

Digital for good

We will realise the positive potential of digital

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 peoples' understanding of the evolving digital landscape, and create change for the better, going beyond inclusion to digital wellbeing.

Digital rights and digital citizenship

Our 2020 achievements

Progress against 2020 digital skills goal

Our aim is to empower the next generation to reap the benefits of the digital economy, sharing our skills and capabilities through our global schools and early careers programme, The Code, and through local initiatives across our global network.

In 2020, we reached 8,633 young people, a similar number as in 2019 (8,660), despite school closures due to COVID-19 lockdowns. 4,255 young people were supported through The Code and 4,378 through other initiatives, bringing the total number of young people supported to date to 29,661 since launch. While we have not met our 2020 target, in part due to the impact of the pandemic, we continue to make good progress. 352 volunteers supported The Code across nine markets. Two new markets launched in 2020, the UAE and Mexico, with the support of our global delivery partner, Junior Achievement Worldwide.

In 2020, The Code launched a new online curriculum, designed and developed by dentsu experts in digital, media and creative communications. Dentsu volunteers created ten educational video courses, with the learning platform providing access to more than 20 active mentors from dentsu, available to help students online with any questions or queries. Digital versions of The Code's Rise Up Competition also took place in the UK, Bulgaria and Mexico. The digitisation of the programme enabled us to continue supporting people during this critical time. It has also helped the programme to scale. In Q4, The Code achieved its most impactful quarter to date, supporting over 1,300 students in a single month across the UK, Bulgaria, Denmark, Poland, Canada, Mexico and the US. By leveraging our new digital curriculum and remote learning platform, we hope to significantly increase scale and accessibility and continue towards our goal of helping 100,000 young people become empowered digital citizens.

Nurturing digital skills: The Code

The Code aims to equip the next generation of diverse talent with the skills to thrive in the digital economy. Young people 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, that focus on their biggest sustainability challenges and opportunities.

Founded in the UK, The Code has now launched in 11 markets around the world – expanding into the US, Canada, China, Singapore, Poland, Bulgaria, Denmark, Mexico, France and the UAE.

The Code opens the doors of our industry to students from diverse backgrounds. According to the latest IPA Agency Census, ethnic minority representation in UK agencies has fallen dramatically at each of the three highest levels of seniority, showing that more needs to be done to diversify the talent pipeline. The barriers facing students from diverse backgrounds will only increase in the wake of the COVID-19 pandemic, with rising unemployment and sustained economic instability.

We were awarded the 2021 DEI Student Program Award by the American Advertising Federation, for excellence in creating an inclusive industry through The Code.

Mexico – The Code's first virtual market launch at large scale

The Code expanded to Mexico in September 2020. 527 students aged 15 to 18, from 17 Mexican states, participated in our largest virtual Rise Up challenge of 2020, through immersive workshops and tutorials, designed and developed by dentsu experts.

Delivered in collaboration with global non-profit organisation Junior Achievement, and with the help of 94 dentsu volunteers, students gained access to the knowledge base of the marketing and advertising industry and worked on a real project for client Spin Master.

As Sebastian Tonda, CEO of dentsu Mexico, said, "This initiative combines two fundamental aspects for dentsu. One is our culture of volunteering, and the value we place on freedom of thought, creativity and the use of our talents for the good of society. The other is our commitment to creating a diverse and inclusive digital economy, enabling the inspiration and empowerment of young people through technology worldwide."

US – an award-winning boost for multicultural students

In the US, as elsewhere, The Code had to quickly adapt to the global crisis of COVID-19, giving us a chance to reach even more students in a virtual format. We connected dentsu employees from across the US with the various organisations we work with, including MAIP, NAF, Genesys Works and the YMCA. Thanks to more than 35 dentsu volunteers, endless support from our DEI community, and our global Social Impact team, we were able to reach 522 students from Miami, New York and Chicago.

Ann Bookout, HR Director, Programs & Projects, said, "Diversity of thought and voices in our industry is critical so that we reflect society and the various communities we serve. The Code is a fantastic way to educate high-school youth across the US about marketing in a practical and accessible way."

UK – reaching schools in areas of low social mobility

In the UK, we ran a digital version of the Rise Up challenge, in which students across the nation compete to provide creative solutions to real briefs from clients. Created in partnership with talent specialist MyKindaFuture, the Rise Up Competition is aimed at young people aged 15 to 18, and gave participants access to exciting and engaging content that inspires and upskills them in media, digital and creative communications.

Students had the opportunity to work on a real life client brief, developed specially by one of our largest global clients, Mondelēz (owner of global snack brands from Cadbury to Oreo). They also learned about key industry topics, such as people-based marketing and media planning, as well as gaining presentation and pitching tips.

The Code works with schools in areas of low social mobility across the UK, specifically with schools that have an above-average percentage of students of ethnic minority heritage, and also above-average numbers of young people entitled to free school meals. 240 young people joined Rise Up 2020. 52% of competition entrants were from ethnic minority backgrounds and 61% were female.

In December 2020, dentsu invited students from The Code to assist with a seasonal project. Each year, dentsu sends holiday cards to its clients across the world, to express our appreciation for the relationship and well-wishes for the year ahead. Wendy Clark, Global CEO of dentsu international, extended the invitation to students to create the 2020 holiday cards. Finalists of The Code holiday card competition won a development and design session with Sakura Martin, dentsu's brand manager, with three winners being given the opportunity to visit dentsu clients around the world, when circumstances allow safe travel.

Denmark – focus on university students

In 2020, The Code reached 600 Danish students with its university programme. This was developed in co-operation with university professors and adapted to their specific wishes for lectures. Many professors wanted to add a professional, practical perspective to their lectures, so the dentsu experts created custom lectures for marketing and communication courses across Danish universities.

UAE – our first launch in the MENA region

Delivered in partnership with Injaz UAE, part of the global Junior Achievement network, dentsu UAE launched The Code in February 2020, with the first workshop taking place in Dubai. This was The Code's first launch in the Middle East and North Africa (MENA) region.

300 students from six schools participated in workshops throughout 2020, hosted by 30 members of the dentsu UAE team. During the workshops, students gained exposure to the advertising industry, and had the opportunity to work on a brief to promote one of the United Nations' SDGs.

Tarek Daouk, CEO, dentsu MENA, said, "This is an initiative that is close to my heart. I am excited to bring the power of our people and network together, to make a positive impact on the next generation of talent and wider society. We want to encourage the youth of the UAE with new ways of thinking and the ability to adapt to change – something I believe will be vital for the success of future talent and of our business."

Bulgaria – saving wildlife with social media

In 2020, The Code went digital in Bulgaria. For the first time it expanded its reach, providing equal opportunities for schools from otherwise distant areas to take part in the Rise Up Competition. It reached over 80 students, with one third of the schools from outside Sofia – two of these schools reached the finals. Students created a social media strategy for WWF's most recent campaign, aimed at fundraising for the protection of the brown bear species in Bulgaria. WWF brought the winning campaign to life on its social media channels.

As Radoslav Nedelchev, Chief Operating Officer, dentsu Bulgaria and Social Impact Champion, said, "This is a great opportunity for us to show in practice how the digital economy can work for the betterment of society. For us, Social Impact is not the 'icing on the cake' – but instead a must-do that empowers the future of our business."

Poland – delivering The Code for students with learning disabilities

In November and December 2020, the dentsu Poland team joined global education partner Junior Achievement to support over 400 students around Poland, with 20+ workshops, including three in a school for students with learning disabilities. This marked the first time The Code was delivered at a school for students with learning disabilities, and our volunteers worked closely with the teachers to tailor The Code curriculum accordingly. Students developed an online educational resource, giving them the tools to market their own start-up ideas on social media.

Developing new digital and creative skills programmes

In addition to The Code, we also help to improve digital and creative skills across our network in partnership with specialist organisations in local markets. Our people share their valuable expertise and provide opportunities to a diverse range of young people through these local initiatives.

Ukraine – The Big Ads Theory

Over five days in August 2020, dentsu Ukraine ran The Big Ads Theory – an event focusing on three main areas of advertising: technology, creativity and communication. More than 30 dentsu experts gave 25 talks to 30 students and university graduates, as well as sharing their own personal experience.

From this, participants gained basic knowledge in all areas of advertising, a clear understanding of career and professional development, networking opportunities with leading industry specialists, and access to an internal online learning platform with a knowledge base in media and advertising. The most active students had the opportunity to take part in The Big Interview Gym, receiving CV and interview tips from an HR specialist.

Russia & Thailand - DAN Digi Camps

In August 2020, dentsu ran an event in Russia with experts from dentsu, as well as speakers from Google, Facebook and Riot Games. Students explored what cities of the future will be like, how technology will change advertising, movies and games – and what digital skills will be most in demand.

In the same month, we also ran DAN Digi Camp – an online digital training event in Thailand for 20 young people – a joint project by nine dentsu international agencies.

China – dentsu Z Camp

What can be achieved by young students who are passionate about advertising and creativity? This was the question dentsu China set out to answer while planning a new initiative to build the next generation of creatives. Launched in April, dentsu Z Camp is a work experience programme for young college students with creativity and passion, who aspire to be involved in the creative industry.

To Jean Lin, Global CEO, Creative and Isobar Global Executive Chairman, dentsu Z aims to cultivate future talents in the creative industry and enrich the practical experiences of young people. “Young people in China should be fearless in doing what they want to do, and they can use their power to influence more people. What dentsu is doing is to help the voice of the young be heard by society.”

Through brainstorming, insights research, ideation and experience design, the young people work together over 24 hours to complete a full campaign and presentation. For each camp, finalists will be given internship opportunities at dentsu creative agencies dentsumcgarrybowen and Isobar, to explore further what it’s like to work in the industry. Up to nine full time job positions will be available for the most promising participants to add their unique and diverse perspectives to brand marketing strategies for Gen Z consumers.

Partnerships to support new digital talent

Multicultural Advertising Internship Program

In the US, MAIP encourages and fosters diverse students interested in careers in the marketing and advertising industry. It supports them to gain internship positions at leading agencies across the US.

Since 2013, dentsu has been a host agency for MAIP. We have placed more than 93 Fellows in summer internship positions, ranging from art direction to strategy to media buying. In 2020, we pivoted to support MAIP’s revised Virtual Engagement Program, with 16 hours of training and one-on-one sessions for all 300+ Fellows. Our partnership with organisations such as MAIP supports our commitment to build the talent pipeline of the future – engaging with diverse young people who we hope will become future leaders within our organisation and industry.

NAF – Be Future Ready

In 2020, we were proud to partner with NAF, a US educational non-profit that aims to provide high-school students with work-based learning experiences, offering The Code workshop to its students across the country. By working together to pivot the programme during the pandemic, dentsu and NAF were able to offer this valuable opportunity virtually to over 200 students, as well as 125 NAF summer interns.

In partnership with NAF, we developed a unique workshop for students and educators to develop essential marketing and communication skills. Participants collaborate with dentsu employees and gain access to newly developed digital curriculum modules.

Melanie Newell, Assistant Director, NAF Corporate Engagement & Relations, said, "NAF is grateful for dentsu's support and innovation in delivering impactful experiences for our network during these challenging times."

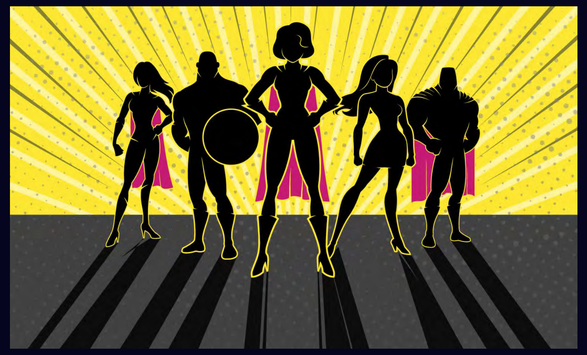
Partnerships for responsible media

In 2020, we took a proactive role to reduce misinformation and eliminate hateful and harmful content online, driving change through strategic partnerships and collective industry-led action. Flagship partnerships include:

Global Alliance for Responsible Media: We are a strategic partner to this global collaboration of agencies, media platforms and industry associations to improve digital safety rapidly and to drive accountability across the industry.

Responsible Media Forum: We are founding members of this partnership between 25 leading media companies. In 2020, we helped launch 'The Superpower of Media' – a report that shows what media companies have done and can further do to utilise their unique influence to benefit society as well as shareholders.

Conscious Advertising Network: We are a founder of this network encompassing agencies, media organisations and international brands, whose mission is to prevent advertising abuse by highlighting the conscious choices advertisers can make to ensure good practice.



CASE STUDY

Promoting a more conscious advertising approach

Through dentsu agency Merkle in the UK, we participated in the Conscious Advertising Network (CAN) – a voluntary coalition of over 70 organisations, set up to ensure that industry ethics keep up with the technology of modern advertising.

The CAN mission is to highlight the conscious choices advertisers and agencies can make to ensure good practice. It addresses advertising issues such as sustainability, ads targeting children, fake news, hate speech and ad fraud.

Across all sectors of the advertising industry, modern technology has advanced so quickly that ethics haven't been able to keep up. As a member of CAN, we want to change that.

Now more than ever, brands, agencies and AdTech are perfectly placed to change consciously both the way they operate and the content they produce, resulting in communication that is better for all. Ultimately, CAN aims to embed frameworks into brands, agencies and suppliers – across the supply chain – for ethical and sustainable action in marketing and advertising activities.

We apply CAN principles and action through a dedicated cross-department team of CAN Champions, who look to weave key actions and themes into day-to-day working and operations. All their involvement is voluntary (almost 2,000 hours volunteered to date), and each team member brings a specialist area of capability or expertise – such as programmatic media, search, social or analytics.

With our involvement in CAN, we have actively embedded ethical and sustainable frameworks into our ways of working and the delivery of our services. This has positively impacted a number of our clients, by enabling us to give them a much better understanding and control over their media spend – helping them to meet their own commitments and initiatives around sustainable and ethical media.

Digital rights and digital citizenship: looking forward

Over the next decade, we are committed to collaborating with a diverse range of stakeholders to bring transparency, balance and integrity to the industry, maximising the positive role digital can play. We will help people learn about data ownership, introduce more ethical data policies and practices for our entire value chain, and equip individuals and small businesses with the skills and tools they need to be in control of their digital lives.

Our Social Impact 2030 strategy will focus on two key aspects under Digital for Good:

- **Digital rights:** We will commit to working exclusively with partners whose data ethics and practices meet our own standards. And we will take a proactive role to reduce misinformation through strategic partnerships such as the Global Alliance for Responsible Media, the Conscious Advertising Network and the Responsible Media Forum, and eliminate hateful and harmful content online.
- **Digital citizenship:** We will create a generation of responsible, ethical and empowered digital citizens. We will achieve this through the continuation of our Social Impact programme, The Code, and through specialist university partnerships. In 2021, we are looking forward to launching The Code in India and South Africa, as well as a first-of-its-kind partnership with Howard University in Washington, DC. This University partnership will see professional experts from Merkle working with the Howard University School of Business faculty to develop leading-edge database technology and consumer marketing curricula, as part of a multi-year partnership. We will also support the School of Business through various activities, including a summer boot camp, direct access to professional expertise from our people inside the classroom, and internships to attract students to full time careers at dentsu.

Our 2030 targets

100,000

young people supported to become empowered digital citizens, for example through our Social Impact programme, The Code, and specialist university partnerships.

We will work exclusively with partners whose data ethics and practices meet our own standards.

We will take a proactive role to reduce misinformation through strategic partnerships and eliminate harmful content online.

COVID-19

Facing unprecedented challenges and finding new solutions

Unprecedented challenges call for unprecedented solutions. The COVID-19 pandemic has brought disruption, suffering and hardship to millions of people worldwide. Extensive support and assistance have been required across sectors to tackle this crisis.

As a global organisation, dentsu has risen to the challenge and drawn from our resources, experience and talent to address problems impacting not only our team, but also communities around the world. We have considered the best ways to support our staff and responded with new resources and systems to help navigate this stressful time. We also extended our unique expertise to the wider community, to provide creative approaches and services to help quickly and effectively navigate COVID-19 and prepare for the post-pandemic world.

Ensuring our employees' wellbeing

Our people are at the core of our business. While mental health and wellbeing were already key priorities, they were compounded by new pressures over the past year, including working from home, home schooling, health concerns, grief and isolation.

In May 2020, we undertook a global employee wellbeing survey, to understand better how our workforce were feeling, identify emerging needs and concerns, and understand future expectations of work. The survey achieved a 68% response rate, with 25,700 worldwide dentsu employees sharing their views and feedback.

In particular, the survey revealed that globally employees would like to see a balance between office based and remote working in the long-term, and there was widespread support for more flexible working patterns. The survey also identified how our local response teams and leadership could support employees with some of the challenges of working from home. Using the findings from the survey, we created new tools and initiatives to help staff feel more recognised, supported and capable of navigating new challenges.

Supporting our female employees

For International Women's Day in March 2021, our Asia Pacific business released a short film called 'Women From Home'. Shot over one weekend, it gives viewers a peek into how some of our female employees' lives have changed because of the pandemic.

The team also created a website with ideas to help women deal with new work-life situations during the pandemic. The site – dentsuwomenapac.com – invites visitors to contribute their ideas of ways for businesses to help families through the crisis. We encouraged initiatives by dentsu women, for dentsu women, to provide efficient solutions. This included a special 'Zero Golden Hour', an hour with no meetings or work obligations.

Community action during COVID

Our people want to make a difference to the communities in which they live and work. We encourage all employees to spend two days a year volunteering and giving back to their communities.

COVID-19 had a significant impact on the ability of our employees to volunteer in person at scale. This impacted our 2020 goal to encourage 50% of our people to volunteer. However, despite lockdowns and work disruption, 11% of our people were able to participate in our volunteering activities during 2020. We are proud of the amazing things they have been able to achieve, bringing our Social Impact commitment to life during a challenging year. Under quite extraordinary circumstances, ten of our markets were able to achieve our goal of having 50% of our people volunteer.

As we move into 2021 and beyond, we will continue our joint focus on employee wellbeing and supporting wider communities through the ongoing global pandemic and into long-term recovery.

CASE STUDY

Tackling pandemic shortages with 3D printing

Agency: dentsu LAB | Market: Poland

The COVID-19 pandemic caused huge demand for personal protective equipment (PPE). This included the protective plastic helmets used in many health facilities – and these products were soon in short supply.

Our team at dentsu LAB in Poland volunteered their time and skills, adapting a 3D printer to produce up to 20 of these protective helmets per day. The activity was carried out pro bono.

Any regional health or care facility struggling with a shortage of equipment, was able to apply for support. Within two weeks, nearly 250 pieces of much-needed equipment in total were delivered to hospitals and care homes in Ełk, Radom and Warsaw.

CASE STUDY

Bringing the facts about vaccination to our communities

Solution: dentsu health | Market: US

We worked with the Ad Council in the US on a national communications effort to increase confidence in vaccination against COVID-19. Special attention was given to developing content tailored to reach and resonate with the Black and Hispanic communities, in light of systemic inequities that contribute to mistrust of vaccines among communities of colour.

Our integrated health practice, dentsu health, worked pro bono on the campaign to develop consumer insights and a national media strategy, informing creative development and providing a comprehensive placement framework for the creative assets.

CASE STUDY

Sharing the true stories of pandemic heroes

Agency: Merdeka LHS | Markets: Malaysia, Global | Client: Coca-Cola

When the pandemic began, Coca-Cola halted its normal advertising in most world markets, and redeployed funds to support local community relief programmes and promote public health messaging. But as a brand that prides itself on optimism, Coca-Cola also wanted to remind the world of the light within us all, even in these dark times. We helped Coca-Cola highlight the achievements of real people during the pandemic, to celebrate the human spirit.

Our Malaysian agency, Merdeka LHS, worked with Coca-Cola to create a campaign that would bring this message to the world. This needed to send a sincere message that had nothing to do with sales or brand recognition. Instead, its sole purpose was to inspire hope and positivity.

We decided to shine a light on the many unsung heroes who have stepped up for humanity during the pandemic.

"For The Human Race" celebrates resilience and optimism, by showcasing true stories of real people bringing hope to humanity during the COVID-19 crisis. These were real stories from across the globe, with people from all walks of life, each going above and beyond for mankind. The message was clear – by celebrating resilience and positivity, we let the light of humanity shine.

Despite zero media investment, Coca-Cola made organic waves across the globe with its message of hope. The campaign received coverage on traditional media, trade media, digital media, PR articles and more. It was also featured on news portals and publications worldwide, such as the New York Times. Major TV stations also volunteered to air our global film for free across Asia Pacific. The global film created a 419 million reach and 167 million views, while our mini stories of unsung heroes earned a 53 million reach and 26 million views. Overall, the campaign created an 85%+ positive sentiment for the inspiring human stories.

Pratik Thakar, Integrated Marketing Communications Director, Coca-Cola commented: "Every day, we are inspired and uplifted by countless acts of selflessness, kindness and courage from people around the world. Through this short global film, we wanted to recognise and pay tribute to positivity, togetherness and the generosity of the human spirit."

CASE STUDY

Aid in a crisis that concerns everyone

Agency: Isobar Moscow | Market: Russia
Client: #МЕНЯКАСАЕТСЯ

In Russia, we supported #МЕНЯКАСАЕТСЯ ("It Concerns Me") – a national fundraising campaign designed to help everyone left without a livelihood during the pandemic. It has provided vital support for those in need of the most basic things, such as food and medicine.

The campaign's creative concept was developed by dentsu's Isobar Moscow agency. It reached an estimated 45 million people thanks to RUB30 million worth of pro bono media inventory, generously contributed by media partners.

As a result of the campaign, RUB10 million was collected to provide food packages, clothes and medicines. These were distributed to 3,663 families in crisis, 203 families with terminally ill children, 582 families with disabled children and people with mental disabilities and 919 elderly people – across 41 regions of Russia. Another 222 families received stationery kits to help with their children's home schooling.

What’s next?

At dentsu, we are uniquely placed to change mindsets and behaviours. Our Social Impact strategy guides us.

We call it Social Impact because we believe inspiring everyone to a new way of living encompasses all aspects of society: from sustainable growth including the transition to a low carbon world; to building a fair and open society; and enabling digital inclusion.

Social Impact underpins our growth strategy. It has created a powerful culture and drive in our company to make positive change happen internally and externally.

The last 12 months have reinforced the value and relevance of our society and business-wide Social Impact approach. This report celebrates our progress and underlines the scale of impact we can support in the future.

Without this integrated approach to creating value for our people, business and society, we will not sustain growth. These are the foundations on which we’ve developed and embedded our 2030 targets into our business strategy.

2021 will be a pivotal year for progress for dentsu, and for society.

It’s just nine years to the SDGs deadline. Thanks to the input of key stakeholders, we recognise the role and responsibility we have to inspire people everywhere towards a new way of living. Our 2030 strategy will set a clear pathway for delivery encompassing three pillars: Sustainable World, Fair and Open Society, and Digital for Good.

- Climate change will take precedence, building towards COP26 in Glasgow. We will continue to deliver both our ambitious Net Zero strategy, and lead by example on new initiatives we have identified to raise the profile of sustainable consumption and production.
- Equality, and specifically the need for action and change, will continue to be a key focus as we move forward. We are excited about the role we can play in challenging perceptions, and will ensure equality is prioritised within our operations, as well as championed within our work.
- With technology playing an even greater role in our lives as a result of the last 12 months, trust, skills and access to digital tools are critical to realising the opportunities technology creates for all. We are committed to ensuring digital fulfils its potential for good.

Our targets will stretch us, (see next page) reshaping how we work and do business, while also enabling us to adapt – responding to change, learning from others.

Over the coming year, engaging our business, brands and people in our targets and ambitions will be crucial.

Supported by the commitment of our Board and senior team, this will drive our collective success. This opportunity excites us, and we look forward to what we can achieve together.

Our 2030 targets

Sustainable world

46%

Emissions reduction

Reduce absolute emissions by 46% by 2030 (including Scope 1, 2 and 3 emissions)

Sustainable world

100%

Unavoidable emissions

Neutralise all unavoidable emissions by 2030

Sustainable world

100%

Renewable energy

Continue to procure 100% renewable energy

Fair & open society

50%

Female executives

50% of senior executives and executives to be female by 2025

Fair & open society

5,000

Gain work

5,000 under-represented people to gain work placements or internships by 2030

Digital for good

100k

Young people

Support 100,000 young people to become empowered digital citizens

Through our Social Impact programme, The Code, and specialist university partnerships.

Digital for good

Ethical

Partners

We will work exclusively with partners whose data ethics and practices meet our own standards.

Digital for good

Zero

Harmful content

We will take a proactive role reducing misinformation through strategic partnerships and eliminate harmful content online.

Fair & open society

1 billion

Reached

1bn people reached with campaigns that challenge perceptions and stereotypes by 2030

Fair & open society

500

Female founded businesses

500 female-founded businesses supported by 2030

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!