TOGETHER WE THRIVE
dentsu
DIVERSITY • EQUITY • INCLUSION
MAY 2021 REPORT - AMERICAS
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we can all be champions

In her 1982 address, Learning from the 60s, writer and civil rights activist, Audre Lorde poignantly said, “there is no such thing as a single-issue struggle, because we do not lead single-issue lives. Our struggles are particular, but we are not alone.”

As a Black woman who identifies as LGBTQIA+, this quote has always resonated with me. Too often, I’ve felt like there was no place for “all of who I am.” It was easier for people to compartmentalize my identity as Black, a woman, and queer, rather than understand how the overlapping and compounding weight of my intersectional identity has shaped my world view.

Intersectionality places the onus on all of us to learn and unlearn, question false narratives that outpace the truth, and understand how we are both “insiders” and “outsiders” of particular struggles. When practiced correctly, intersectionality can be the great equalizer – surfacing unconscious bias, building allyship and creating an inclusive environment where there is a place for “all of someone.” And, that is what we set out to do at dentsu.

swimming against the tides

In August 2020, I joined dentsu as the first Chief Equity Officer. There is no question that I joined at a critical time for the company, the industry at large, and at a time of tremendous unrest and uncertainty. At dentsu, we were in the midst of a herculean effort: to move from 160 brands to six brands for a more simplified client experience, redefining our brand mission to place growth and good on equal footing and renewing our employee promise to create a more inclusive culture. 2020 was also a year of reckoning for the ad industry, which has prioritized and deprioritized communities and issues, faced stops and starts, progress and regression, and placed a hyper focus on issues without addressing intersectional implications. And of course, the magnitude of COVID-19, a divisive political climate and the racial injustice uprising further exacerbated our people’s sense of identity and belonging.

But even in a moment as challenging as this one — especially in a moment like this one — our leadership team was committed to leading the way by building and modeling an equitable culture that our people, clients and partners could be proud of. We set out to architect a diversity, equity and inclusion practice that would permeate all business functions, client services and capabilities, employee experiences, partnerships and social impact initiatives.

This complete overhaul would need to go deeper than demographic data, but rather investigate whether our “inclusion infrastructure” was helping or hindering our progress.

As a creative and media leader, dentsu’s influence to affect change and shape behaviors was not lost on us. We also pushed ourselves and our clients to think of every brief as a window or a mirror. A window would create shared understanding with a view into someone else’s experience and a mirror would allow people to see their own unique stories reflected back at them.
strategy over speed

Despite the race to focus on race in the ad industry, we did not want to lose sight of the progress needed across all axes of identity - ethnicity, race, gender, sexuality, ability, cognitive diversity, religion, and other critical forms of identity are fundamental to creating an inclusive, equitable culture. So, we hold ourselves accountable to four key pillars, viewed through the lens of intersectionality: transparency and accountability, representation and sponsorship, education and continuous learning and client and community impact.

In this inaugural Diversity, Equity and Inclusion Report, we guide you through our equity programs, policies and progress, both within dentsu and the industry at large. While there is more work to be done, we are proud of the progress that we’ve made so far in collaboration with our people, clients and partners. And we are proud of the recognition of our comprehensive efforts through two recent awards from the AAF Mosaic and Microsoft.

A heartfelt thank you to our Business Resource Groups who have pushed us to surface inconvenient truths, lean into the uncomfortable and emerge stronger. I extend my gratitude to our clients and partners, who have been part of our journey to create a more inclusive dentsu and media landscape. And, to our entire dentsu leadership team – notably Jacki Kelley, CEO dentsu Americas and Wendy Clark, CEO dentsu International – thank you for leading with fortitude, activating your networks for progressive change and helping to make our collective vision for a better dentsu a reality.

Christena Pyle (she/her/hers)
Chief Equity Officer, dentsu Americas

hope & headway

The lifeblood of the advertising industry will be diversity. We have an outsized impact on culture and therefore a greater responsibility to be truth tellers, and better storytellers, to introduce new narratives and accurate portrayals of people, developed and delivered by new voices at every stage of the process and at every level. From our regular pulse on consumer needs, behaviors and challenges, we see that more is expected from brands. 81% of consumers say media plays a critical role in shaping gender roles and 70% of consumers are more likely to support brands that respond to social injustice. We have to get this right - for the future of our business, for the benefit of future generations and to stay relevant to an increasingly conscious consumer base.

As a result of our efforts, we aspire to:

50%
50%+ women in Executive Levels by 2025 (Americas)
(THIS TIES TO OUR GLOBAL SOCIAL IMPACT COMMITMENTS)

30%
30%+ multicultural representation by 2025; with 25%+ in Executive Levels (U.S.)

Increase identification of LGBTQIA+ persons living with a disability, and Veteran population.

(employee)

SOCIETY
INDUSTRY
CLIENTS
COMPANY

Our vision is a world where we can all be champions for progress, and a place where we can acknowledge that despite our particular struggles, we can emerge as equals. Without intersectionality, we will continue to find ourselves in a place where activity is mistaken for progress. In 2020, we set a strong foundation for cultural fluency and intersectionality and in 2021, we move forward to drive further impact and change.
Wendy Clark  
Global Chief Executive Officer

"It is the diversity of our perspectives, lived experiences and life journeys that we contribute to make our collective thinking and work representative of the total marketplace for our clients and society.

Research finds empirically that diverse teams outperform and out deliver across a range of metrics, from financial performance to innovation. We owe it to our teams, our clients and our company to harness this competitive advantage."

Jacki Kelley  
Americas Chief Executive Officer

"Change is not only possible, it is probable. We will be relentless. We have seen that when we focus our efforts and have agreement, together we are able to achieve aspirational goals.

We will continue to put DEI at the core of our company with learning and training, recruiting, being honest with ourselves about our biases and speaking out when we see bias in others.

I believe this is the most important work we will do, especially as a leadership team."

Michele Salle  
Americas Chief People Officer

"2020 has been a year of learning and un-learning. As this report shows, we’ve made progress by growing our initiatives that engage and invest in our people, elevating cultural fluency across our business and making considerable strides in DEI permeating every business function.

I am grateful to all of our people – particularly our Business Resource Groups – who model what good looks like and walk with us as we become a better company and champion meaningful progress with our clients and communities.

The work is on-going and we are committed to being better. I know that by leveraging the collective creativity of our people and clients, and through our daily choices to listen, truly see and support each other, we will continue to build a bold and brave culture with high engagement and inclusion."
2021 look forward: our equity strategy

We aspire to be champions for meaningful progress and a force for good; advancing progress within our industry and our society.

continue to embed ownership into the business

Our leaders are accountable for progress within every corner of their organization, including continuing to build out more robust DEI staff and investment within each service line and function. DEI reports directly into the CEO (DEI staff within our agencies also have a dotted line to Americas CEqO). We will also incorporate a more robust 360 approach as part of our leadership reviews.

increase representation through equitable policies

We further embed and mature equitable talent processes throughout our organization. This includes anti-bias recruiting and interview approach, continuing to expand our pipeline, investing in our people through career programs, continuing to evolve our performance assessments to elevate cultural impact as part of our equity checkpoints, and our commitment to pay parity and review of our pay processes and practices.

drive cultural fluency

We seek to embed cultural fluency into daily ways of working and to create a culture of upstanders through thoughtful, engaging and experiential learning. This includes events from our Business Resource Groups and guides that continue learning and equip for brave conversations, supporting our people along their learning journey.

take more action for progress

We will continue to collaborate with our clients and industry partners to champion meaningful progress. In our work, we ensure respectful and representative portrayal, and seek to change hearts and minds around key issues through the power of advertising. In our communities, we will drive more impact through our programs and personal activism.

Our vision is for a dentsu that is safe, fair, equitable, and drives more value for our people and clients and market.
proudly sharing our award-winning work

**Dentsu DEI Strategy & Activation**
Winner Microsoft Advertising 2020 Partner Awards: Inclusive Culture & Marketing winner, Americas and Global regions
Learn more →

**Dentsu's The Code, US activation**
American Advertising Federation Mosaic 2020 Awards: Diversity, Equity Inclusion Student Programs winner
Learn more →

**Oreo Proud Parent**
Muse Creative Awards Video, Diversity & Inclusion Platinum winner
MediaPost Creative Media Awards for Branded Entertainment: Original Film/Video winner
2021 Shorty Awards: LGBTQ Community Engagement winner
Learn more ...

**Mastercard True Name**
Adweek 2020 Media Plan of the Year Best Cause Marketing winner
2020 Effies US Gold, Silver and Bronze
Learn more →

**HBO The Cost of Winning**
2021 Sports Emmys Outstanding Serialized Sports Documentary nominee
Learn more →
our progress

EQUITY IS A RACE WITHOUT A FINISH LINE.
We are seeing slight increases in the diversity of our hiring throughout 2020 and into 2021, with women accounting for 60% of Americas hires and multicultural representing 33% of US hires. Our ambition is to have a more diverse candidate pool from all underrepresented backgrounds, inclusive of LGBTQIA+, differing ability levels, military and Veterans.

**Women** represent 57.7% of our Americas region, for identified data. This is up +4% from our summer 2020 snapshot, with some of that change from an increase in employee identification, particularly in Canada.

**U.S. Multicultural or BIPOC representation (Black or African American, Indigenous, Asian, Latinx and Hispanic, Two or More Races, and other)** is 27% of our identified workforce data. This is +2.6% higher than June 2020, with particular growth in Black and Two or More Races and outpacing EEO sector data in several areas. The change results both from working to increase our employee identification and from continuing to operationalize our DEI strategy, through building communities, empowering and investing in our diverse population, and building a more diverse pipeline. We aspire that these efforts will result in at least 30% of our population being BIPOC by 2025.

An intersectional look shows that women of color account for 15.9% of our total representation with men of color at 11.1%.

**Within our Executives, BIPOC is up to 20.1% from 16.9% in June 2020, with increases in Black and Asian. This is now above what we had set as our minimum 2021 aspirational goal but does not slow our focus and efforts.**

**We aspire for at least 25% BIPOC in Executive levels by 2025.** Looking at intersectionality within Executives shows men of color with more representation than women of color. As with our overall approach, efforts to drive greater diversity in our leadership will continue to be intersectional.

**BIPOC employees represent 29.6% within our Professionals levels, up +1%, with growth from Black.**

**Management ranks are 19.7% BIPOC, also up +1%, with particular growth from Black and Two or More Races.**

While not provided in the scope of this report, our data-driven approach analyzes various breakdowns, including by service line and Client Delivery / Growth and Internal / Business Support roles.

Our efforts to increase women in senior leadership, and have an aspirational goal of at least 50% in Executive levels by 2025.

Throughout 2020, we have seen encouraging progress and remain focused on improvement and continuing to embed DEI into all aspects of the business.

**MEANINGFUL IMPACT**

Our goal is for our efforts to have meaningful impact on the makeup of our organization and on our employee engagement. These are two important markers of progress to greater inclusion and equity that we can measure. Not everything is in the numbers but we believe that if the makeup of our company is not changing over time, then we are not succeeding.

**ONGOING AND INTENTIONAL**

Our efforts will always be ongoing as creating true and sustained change takes time. We move at pace with driving change but remain thoughtful. We have been intentional to not sacrifice long-term progress for short-term gain.

**TRUE EQUITY**

To us, representation means more than just diversity—it means true equity. This is reflected partially through workforce metrics but also in ensuring our people feel invested in and empowered in their teams. We are constantly evaluating our practices and policies, creating and sustaining pathways to promotion, and intentional in how we create and distribute resources, giving people what they need to grow. We seek to provide open feedback channels to best understand our progress and inform our strategy, through methods such as our semi-annual employee check-in survey (see additional information below), town halls, and other open and empowered communication, including through our BRG networks.

Our check-in survey allows us to better understand employee sentiment and experiences from many perspectives, including insights by age, gender, ethnicity, sexual orientation, disability status and Veteran status (as applicable by region). The survey contains 26 questions including a new question added in fall 2020 to measure employee sentiment around our commitment to equality, in addition to open comment fields.
TOTAL WORKFORCE (AMERICAS)

57.7% Women
42.3% Men

53.6% Non-binary gender identity

outer circle: May 2021 | inner circle: Jun 2020

UNITED STATES TOTAL

58.1% Women
41.9% Men

54.4% Non-binary gender identity

CANADA TOTAL

59.2% Women
40.8% Men

47% Non-binary gender identity

LATIN AMERICA TOTAL

54.7% Women
45.3% Men

53.5% Non-binary gender identity

AMERICAS (MAY 2021)

EXECUTIVES

36% Women
64% Men

MANAGEMENT

53.1% Women
46.9% Men

PROFESSIONALS

60.2% Women
39.8% Men

U.S. intersectional gender workforce representation (May 2021)

Women
Men

Native American, Alaska Native, Native Hawaiian, or Other Pacific Islander
0.1% Women
0.2% Men

Two or More Races
1.4% Women
1.3% Men

Latinx and Hispanic Total
3.8% Women
2.6% Men

Black Total
4.4% Women
2.3% Men

Asian Total
6.1% Women
4.9% Men

Multicultural Total
15.9% Women
11.1% Men

Data Footnotes:

• Data as of June 2020 and May 2021 based on available dentsu workforce data. Data is not audited by third party. June 2020 data reflects the snapshot at that time, and year-over-year comparisons by service line and level are influenced by changes made through dentsu’s business transformation since that time. Totals may add up to slightly more than 100% due to rounding. There may be variance among dentsu reports due to differences in date range, leveling structure and hierarchy.

• Data reflects people located within the respective country. Americas includes U.S., Canada, Argentina, Brazil, Chile, Colombia, Mexico.

• “Executive” levels include C-level, President, Head of roles, General Managers, Executive Vice Presidents. “Management” levels include department Directors, Vice Presidents, Senior Vice Presidents. “Professionals” includes entry-level and support roles through Senior Manager roles and some Account Directors.

• Multicultural includes: Black or African American, Hispanic or Latino, Asian, Native American, Alaska Native, Native Hawaiian or other Pacific Islander, and those identifying as two or more races, either by selecting multiple ethnic categories or by selecting the “Two or More Races” option in our workforce platform. We use these race and ethnicity categories to align with the standard categories accepted by the United States government and we maintain this tracking to ensure alignment in our EEO reporting and other widely accepted benchmarks; however, we recognize that offering only these categories is limiting and we are working to add additional ethnic categories to ensure our employees can identify in a way that most accurately represents their ethnicity. Appendix contains detailed description of race and ethnic categories.

• Non-binary includes those identifying as “non-binary” or “describe myself differently” in our workforce “Gender Identity” field. Additionally, those identifying as transgender account for 0.2% of our workforce.
## U.S. ethnic and racial representation

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**LEGEND**

- **Asian**
- **Black & African American**
- **Latino & Hispanic**
- **Two or More Races**
- **Native American, Alaskan Native, Native Hawaiian or other Pacific Islander**
- **White**

### Industry benchmarking information can be found in appendix (page 36).

**Data Footnotes:**

- Data as of June 2020 and May 2021 based on available dentsu workforce data. Data is not audited by third party. June 2020 data reflects the snapshot at that time, and year-over-year comparisons by service line and level are influenced by changes made through dentsu’s business transformation since that time. Totals may add up to slightly more than 100% due to rounding. There may be variance among dentsu reports due to differences in date range, leveling structure and hierarchy.
- Data reflects people located within the U.S. Workforce data on ethnic representation for other countries in the Americas not included due to differences in ethnic categories and data quality.
- Executive levels include C-level, President, Head of roles, General Managers, Executive Vice President. Management levels include department Directors, Vice Presidents, Senior Vice Presidents. "Professionals" includes entry-level and support roles through Senior Manager roles and some Account Directors.
- We use these race and ethnicity categories to align with the standard categories accepted by the United States government and we maintain this tracking to ensure alignment in our EEO reporting and other widely accepted benchmarks, however, we recognize that offering only these categories is limiting and we are working to add additional ethnic categories to ensure our employees can identify in a way that most accurately represents their ethnicity. Appendix contains detailed description of race and ethnic categories.
allyship through accountability

We have an accountable and measurable approach as we seek to drive progress around representation, equity, and engagement. Leadership responsibility is solidified, and we are connecting actions and results to leadership performance.

Executives are held accountable for progress in representation, inclusive culture, and DEI activation within their organization. This is folded into their performance assessment and regularly discussed through our practice of quarterly DEI Business Reviews, instituted July 2020 with our service line CEOs and central function leaders.

The Americas DEI function both centrally and within each service line reports directly into the CEO.

expectations for our leaders

- Activation of their DEI plan, progressing representation and building more diverse and inclusive teams, embedding DEI into their work and client partnerships
- Completion of DEI training, active participation in educational events, supporting our BRGs, other self-directed learning
- Support rollout of our anti-bias interview process, including our diverse interview slate aspirations for all open roles
- Collaboration with HR partners on proactive career pathing for all high-performing and high-potential diverse talent

where we’re focusing next:

- Building more diverse interview teams
- Active mentorship of high-performing and high-potential diverse talent
- More robust 360 degree leadership reviews
- Pushing for more representative industry panels / events (with an aspiration of at least 20% BIPOC and 50% women speakers); consider a team member who would increase diversity of perspective, and collaborate with event organizers to increase future representation.

our vision for progress is holistic and integrated into our business

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our people

DIFFERENT BACKGROUNDS
SHARED GOALS.
We are focused on progress through how we attract, onboard, develop, and promote talent at all levels. It is critical that our people have the support and programs where they will be engaged and thrive.

**people-centered**

We create space for growth, understanding and learning so everyone can thrive. We embed diversity in our mindset, in our solutions and in our teams to empower an inclusive, equitable environment.

We aim for a mindset of culture add, vs. culture fit.

**INCLUSION UNLOCKS OPPORTUNITY**

**DESIGNING EQUITABLE PROCESSES**

We have a standardized interview method and interview guide with comprehensive education on various forms of potential bias throughout the process.

We are building more diverse interview teams and have a calibration decision-making process that is diverse and equitable.

We leverage automation as an additional check in to further support an equitable process, such as using Datapeople (formerly TapRecruit) to improve clarity and reduce the potential for bias in our job descriptions.

We have goals around diverse interview slates for all roles, with aspirations that our candidate slates include at least 50%, or at least two, underrepresented in total (inclusive of women, BIPOC, LGBTQIA+, persons with a disability, Veterans), with at least 30%, or at least one, BIPOC candidate.

**CREATING CAREER PATHWAYS**

We are committed to driving more diversity in our pipeline at all levels, through building proactive relationships and through partners like 4As MAIP, AAF Most Promising Multicultural Students program, NY Ad Club, G.R.O.W.T.H Initiative, AEF MADE, COOP, Ad Fellows, HBCUs, HSIs and other diverse campus organizations. We are also working to increase our pipeline from non-traditional sources, including more military and Veteran recruitment and those without four-year degrees, in part through our partnership with the Facebook Social Media Marketing Professional Certificate program, hosted on Coursera.

Our Internally-developed programs, such as dentsu’s The Code teaching marketing and digital skills to underrepresented high school students, our media and tech 101 industry webinars help us to build a community that we engage with over time.

Over 40% of the prospective candidates from our Spring 2021 U.S. campus recruitment pipeline are from diverse sources (HBCUs, underrepresented students in other schools, diversity recruitment events and sponsorships).
Inclusion & Accessibility

My name is Matthew Bohlman. I am hard of hearing (HH) and I am passionate about the Deaf/HH community. I have a severe hearing loss in both ears. I have a 70% loss in my left ear and a 65% loss in my right ear. I am fluent in ASL as well as spoken/written English. I rely on hearing assisted devices in my workday and ASL interpreters at events to get the full grasp of what is happening in my surroundings.

At home I utilize Closed Captions (CC) and enjoy time with both hearing and Deaf friends alternating between the two languages.

I would say, 8 out of 10 times when I have asked HR professionals, peers or family and friends, "should I mention my disability in the hiring process?", the answer is "don’t bring it up at all. It will hurt your chance of getting the job." In essence, it was like being told I could not be myself. It left me feeling defeated before I had even begun my career.

During the conversation with dentsu, my recruiter, Lauren, asked me a question in such a way that I felt compelled to share that I was fluent in ASL and passionate about giving back to the Deaf/HH community for all of the people who made a positive impact on my life. Lauren responded by telling me about dentsu’s Enablement Business Resource Group. She explained they had done recruitment at Gallaudet University (the world’s only university in which all program and services are specifically designed to accommodate Deaf/HH students).

I was IMMEDIATELY hooked that very second and felt an enormous weight off my shoulders to know I could talk openly about who I am.

My recruiter told me that dentsu is committed to DEI efforts and would provide me any/all accommodations that I need. Throughout the process, I was treated fairly like any applicant applying for a position and I no longer had to be the hidden version of myself. My recruiter connected me with the co-leads of the Disability affinity group within the Enablement BRG. They both emailed me, shared their stories, what dentsu meant to them, told me their goals with the Enablement BRG. I was completely dumbfounded, teary, and it left me feeling emotional because it was now a fact. Dentsu is a company that cares about EVERYONE.

To have a voice is one thing, but to be able to have it heard is something way more powerful. It was a real blessing to not only meet Matt, but to be able to share our stories and discuss what dentsu is doing to change the narrative on disability.”

Kyle Peron (he/him/his), Studio Manager, Merkle Co-lead, Disability affinity group within the Enablement BRG

“I was IMMEDIATELY hooked that very second and felt an enormous weight off my shoulders to know I could talk openly about who I am.”

Matthew Bohlman
(he/him/his)
Paid Search Associate,
iProspect

“To have a voice is one thing, but to be able to have it heard is something way more powerful. It was a real blessing to not only meet Matt, but to be able to share our stories and discuss what dentsu is doing to change the narrative on disability.”

Kyle Peron (he/him/his), Studio Manager, Merkle Co-lead, Disability affinity group within the Enablement BRG
building a workforce representative of the future

Our partnership with organizations like 4A’s MAIP, AAF MPMS program, adfellows, COOP and One Club’s ONE School, where we were a founding sponsor and the first agency partner, supports our commitments to build the pipeline of the future – engaging with young diverse talent who we hope will become future leaders within our organization and industry.

COOP focuses on overcoming underemployment for young people through digital skills and peer connections. COOP accomplishes this through investing in low-income, and first-generation grads from urban public colleges. Our SOMOS Latinx and Hispanic identity group (within our Multicultural BRG) hosted a resume review for 35 COOP participants who were either recent graduates or making a career change into media and advertising.

"Programs like these build careers and are changing the ratio of the marketing and advertising industries."

Christena J. Pyle, MAIP class of 2007
Chief Equity Officer, Americas

"As a proud MAIP alum, I can speak personally to the power of diversity programs like those that build careers and are changing the ratio of the marketing and advertising industries. While we have a ways to go to achieve true representation, much of the progress that has been made over the two decades has roots in these fellowship and internship programs. This young talent represents our future leaders – our GMOS, CPOs, CCOs, CEOs. MAIP is the opportunity of a lifetime that creates a lifetime of opportunity in the advertising industry and beyond."

Christena J. Pyle, MAIP class of 2007
Chief Equity Officer, Americas

The 4A’s Multicultural Advertising Internship Program (MAIP) is a program aimed at encouraging and fostering diverse students interested in careers in the marketing and advertising industry by preparing them for and then placing them in internship positions at leading agencies across the country.

Since 2013, dentsu US has been a host agency for MAIP and we have placed over 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 1-on-1 sessions for all 300+ Fellows.

The AAF’s Most Promising Multicultural Students program connects the advertising industry with the nation’s top multicultural college seniors. This experience provides opportunities to recruit fresh talent and further prepare the advertising industry’s best young prospects, as well as help the advertising and media workforce better reflect the diversity of today’s society.

Dentsu is a proud sponsor of the prestigious AAF MPMS program and virtually hosted the 2021 class of 50 top college students from across the US in January 2021.

Thirteen dentsu leaders from across the business served as judges and coaches, investing time to help the students prepare for their sprint pitch competition, where they presented on our brief: the Future of Work. Students collaborated with their coaches and provided valuable insight as dentsu – and the industry – are defining the next 15+ years of how we will work and for whom the workplace will be designed.

Several students are now joining the dentsu family, as interns on dentsu’s Future of Work project and exploring full-time roles.

"I had the privilege of coaching several students from the AAF MPMS program around the Future of Work project brief. It was a six-day sprint from the time they got briefed on the project to pitching their ideas to us. I was blown away at how creative, innovative, poised and most importantly humble these students were. I am so hopeful about our future."

Anita Petil-Sayed
EVP, Operations, dentsu
Our Media Academy provides valuable experience and coaching for those seeking a career in media. This is part of our commitment to support increased diversity in various forms including alternative career paths, as this is designed for college graduates as well as those switching careers or re-entering the workforce from military, time off or other reasons.

CXM Howard University Partnership

Merkle has launched a first-of-its-kind partnership with the prestigious Howard University. With the multiyear partnership, Howard University School of Business faculty will work with Merkle’s professional experts to develop leading-edge database technology and consumer marketing curricula for four courses in the marketing and information systems and supply chain management departments. The new curricula will enrich student learning and expose students to practices consistent with current marketing industry standards. Merkle will also support the School of Business’s programmatic strategies through various activities, including a summer bootcamp, direct access to expertise from Merkle leaders inside the classroom, and internships to recruit students for full-time careers at Merkle.

Learn more →

'Director in Residence' is CDDP’s first platform providing fellows with real-world, hands-on experience.

Dentsumcgarrybowen and the Commercial Directors Diversity Program (CDDP) launched the “Director in Residence” partnership to increase opportunities for underrepresented talent in Advertising. This is a first-of-its-kind program that provides a six-month residency to up-and-coming directors from diverse backgrounds, pairing them with marketers for ongoing production needs to help build portfolios that can launch their commercial careers. ‘Director in Residence’ is CDDP’s first residency program providing fellows with this type of real-world, hands-on experience with an agency and client, and is currently being piloted by our American Express client with director Tamika Miller of the Wondros Collective.

Learn more →

Community Hiring Programs

In Brazil, Argentina and Mexico, our teams have worked to address the socioeconomic and class barriers to entry into our industry. Dentsu Brazil has created two programs, “Inclusion, Training and Opportunity” (ITO) and an internship and graduate program, that have provided valuable training to many community members over the last few years. Additionally, through participating in Facebook’s Rise platform, dentsu Brazil not only intentionally connects with candidates of diverse backgrounds but shares resources and hosts webinars and conversations, working to create a more inclusive community.
investing in our people

We invest in our people and support their career growth. We support equitable talent development through a holistic Career Framework enabling proactive career pathing and development planning. DEI is a leadership capability for all people at dentsu. Through bespoke learning programs such as interactive virtual training and strategic partnerships, we develop the next generation of leaders within our organization and our industry.

We ensure our Performance Reviews support wellbeing and equity. We transformed our midyear review to a wellbeing check-in and have implemented additional equity checkpoints into our annual review process. These include training that educates on the various aspects of potential bias and elevates the importance of cultural work, inclusive of DEI work, including these contributions as a key component when assigning performance ratings.

Through our robust dentsu University portal and live training, we have programs and resources for early career subject-matter and professional development, ongoing programs specifically for new managers (Me2We) and continuing leadership skills (Fundamentals of Leadership). Our DEI principles and expectations are embedded into these programs to build skillsets that support our culture of equity, inclusion and increased representation.

We are also creating additional investment programs for our high-performing and high potential diverse talent. This is also tied in with succession plans for our senior leaders.

save a seat mentorship & shadowing program

Leveraging the advantages of a virtual environment, this dentsu initiative focuses on connection in a post-COVID world. Rather than pairing mentors and mentees in artificial settings or forcing connections over in-person coffee dates, up-and-coming talent are invited to engage with leaders on the job. This two week program includes a “get-to-know-you” event, participation in at least two meetings typically not a part of the mentees’ regular scope, and a “Grace+Grit” Gathering with Shelley Zalis and The Female Quotient.

“Having the opportunity to join sessions like “Save a Seat” has been amazing. To see dentsu executives provide opportunities for people in junior roles to be a part of the conversation and to be heard is incredibly impactful. Over the past year, I felt that a seat has been continuously saved for me. I was given a platform to be vocal about my feelings of the treatment of Black Lives, and ways we can better serve our employees. I have felt the support of dentsu personally and in my career ambitions, now in a role where I can more directly support DEI initiatives. I not only felt seen, but I felt heard.”

Jas Joyner, Executive Assistant

MCKINSEY BLACK LEADERSHIP ACADEMY

In 2020, as part of their commitments toward racial equity, McKinsey & Company launched Black Leadership Academy, comprised of two programs designed to accelerate the progression of Black leaders in their organizations. Dentsu has worked with McKinsey to secure 32 spots for high-performing and high-potential senior and mid-level dentsu employees.

Learn more ---

BLACK EXECUTIVE LEADERSHIP PROGRAM

The Black Executive Leadership Program aims to pave the way to the C-suite for senior executives. This program develops the leadership capabilities and network that distinguish successful executives, helping them achieve the next critical step in their careers. Learn more ---

MANAGEMENT ACCELERATOR

The Management Accelerator focuses on growing high-performing, early- to mid-career talent into senior leadership roles. The program develops core management and cross-functional knowledge needed to lead successfully. Learn more ---

Americas DEI report
helping people thrive

We aim to create progressive policies, benefits and experiences that help every person thrive by feeling supported and included.

PRIORITIZING MENTAL HEALTH AND WELL-BEING

- Generous time off policy, supporting vacation, observances, sick and safe time, etc.
- Employee assistance program
- Access to dedicated counselors and on-demand wellness content*
- Free Lulafit fitness and lifestyle services*
- ClassPass discount*
- Free access to Sanvello (Headspace in Canada), a mobile mental health care app for stress, anxiety, and depression*

MENTORSHIP, VOLUNTEERING AND DEVELOPMENT

- Two paid volunteering days
- Company day of observance for Juneteenth and Election Day*
- Comprehensive library of educational and learning resources from top subject-matter experts through dentsu University and LinkedIn Learning
- Sponsored summits and learning and development opportunities (e.g. Allyship & Action Summit)
- Cultural fluency education and resources supplemented through ongoing, monthly live learning opportunities and discussions
- Mentorship and continuing manager and leadership development programs

"For over 13 months, I went through five rounds of IVF. Despite all the emotional and physical challenges our fertility journey brought us (in the middle of a pandemic no less!), I know the benefits provided by dentsu and the support I received from my team and managers made this challenging time just a little easier. The generous fertility coverage took away any type of financial stress and I feel so lucky to work for a company that has these types of benefits. Although we kept our struggles mostly private, I was very open with my direct manager and I could not be more grateful for the support she provided me."

Rachel Geeser,
Account Director, iProspect

SUPPORTING PARENTS AND CAREGIVERS*

- 16 weeks parental leave
- Six weeks of caregiver leave
- Bright Horizons Care Advantage program with enhanced family support
- Generous fertility treatment and egg preservation
- Adoption and Surrogacy support
- Comprehensive Parents Guide developed in partnership with our Parents BRG

*benefits vary by country in the Americas, this is specifically applicable for US
driven by a culture of upstanders

We must foster learning and unlearning to achieve our ambitions. We have a multi-pronged approach, equipping and then supporting people along their learning journey.

Culturally-forward, provocative events, dialogues, and resources that upskill the cultural fluency of our people.

Follow-up organic discussions within our entities discussing racism, bias, microaggressions, privilege.

Intensive executive inclusive leadership and cultural fluency training and sessions on allyship and privilege, equity vs. equality.

Embedding DEI as the foundation for our ongoing manager training with topics such as managing equitably, holding space, psychological safety, assessing motivational values.

spotlights

77% COMPLETION RATE

Online learning anti-racism and allyship training with 77% completion rate, equipping our people to have difficult and courageous conversations and to further understand racism, with accompanying allyship guide with Compassionate Curiosity Framework.

VIRTUAL ALLYSHIP & ACTION SUMMIT

External events such as sponsoring our people to attend the virtual Allyship & Action Summit - where we also took our "Bridging the Gap" brave conversation to the industry mainstage - and the She Runs It Multicultural Bootcamp.

#IAMREMARKABLE WORKSHOPS

After scaling this to over 600 employees within our Merkle brand in 2019, dentsu partnered with Google to continue to expand this discussion framework to our BRG leads. This initiative empowers women and underrepresented groups to celebrate their achievements in the workplace and beyond.

RESOURCE GUIDES

Part of our approach is a wide variety of self-paced resources, such as our anti-racism resource repository, Internal Anti-Racism and Inclusive Culture Facilitator Guide leveraged across multiple brands, DEI glossary, PrideXParents guide for the holidays, Difficult Dialogues Made Easy anti-racism brave conversations framework.

DISCUSSION GROUPS

Throughout our service line and markets, teams are piloting various small group discussions. The Canada HR Team completed 30 weeks of Rachel Cargle's #DoTheWork. They devoted 90 minutes each week, and are now dedicating 12 weeks to learning more about Indigenous Canada.

Two employees created a grassroots discussion framework "Difficult Dialogues Made Easy" (finalist for SXSW panel), enabling brave conversations around race, including exercises such as "I am, but I'm not..." confronting stereotypes and creating powerful connections.

"I was humbled to be able to co-facilitate two anti-racism discussions. The conversations surfaced sensitive and sometimes raw perspectives, but always respectful and inclusive. This was important to me because I recognize that someone else's American experience may be far different than my own. Through sessions like these, we can be reflective, honest, and identify where each of us can challenge conventional thoughts and beliefs to advance, what I think is a righteous endeavor."

Mark Schell, VP, Organizational Effectiveness, Merkle

an industry first: Facebook DEI partnership

Dentsu and Facebook are forging a best-in-class partnership focused on our DEI strategy. Together, we will drive executive sponsorship, cross-organization impact, and demonstrate progress against articulated DEI goals. This is a three-pronged focus with Education (investing in agency leadership to drive empathy, compassion, and change). Talent changing the composition of talent across the organization and Creative (increasing diversity and representation to improve brand perception and ultimately sales).

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Glossary of terms

Diversity, Equity, Inclusion
our impact

COMMUNITIES THAT THRIVE TOGETHER, DRIVE CHANGE TOGETHER.
Our Business Resource Groups facilitate employee relationships through common cultures, backgrounds and affinities. At over 500 strong across the Americas, our BRGs are instrumental in fostering inclusion and advocating on behalf of communities.

**MULTICULTURAL**
"Increasing dentu's ethnic diversity and attaining equity for people of color at all levels" (includes Asian, Black, Latinx, MENA identity groups)

**ENABLEMENT**
"Supporting employees of all abilities to thrive in a safe and accessible workplace" (includes Wellness, Mental Health, Disability affinity groups)

**PRIDE**
"Creating a brave space where our people can bring their authentic selves"

**PARENTS**
"Supporting parents and individuals on their journey to becoming a parent through to the empty nest"

**INTERFAITH**
"Representing a diversity of faiths and creating and promoting awareness, equity, and opportunities for faith within dentu"

**MILITARY**
"Supporting Active Military, Reservists, Veterans, First Responders, and their families"

**WOMEN**
"Developing a culture of advocacy, equality and empowerment to advance women in the workplace, strengthening the value of dentu"

**Kevin Moran (he/him/his)** dentu (Pride co-lead)
**Sarah Jamaleddin (she/her/hers)** Merkle (Interfaith co-lead)
**Ashley Phiri (she/her/hers)** dentu (Multicultural co-lead)
**Andrew Martini Carat** Carat (Military co-lead)
**Priscilla Ceruti** dentu (Women Brazil lead)

**our teams in action**

**SUPPORTING OUR PEOPLE DURING COVID**
Covid-19 took a toll on everyone of us. Some were physically ill, others emotionally and mentally drained, and many were both. Our Enablement, Parents, and Interfaith BRGs leaned in to offer support and resources. This included a "Covid-19 Prayer Toolkit", featuring prayers of healing from six faith communities.

In partnership with dentu’s Benefits Team, the Enablement BRG created a resource page focused on mental health and other comprehensive support information to help our employees find support. They also held a Grief Forum to support employees through a year of tremendous loss, offerings space to share and heal together. Canada hosted an additional month-long series on mental health and wellness. The Parents BRG created an in-depth Parents and Caregiver guide, as well as launched Parent Circles, small communities focused on niche topics like parents of infants and toddlers, parents of children with learning differences, and those struggling with infertility and/or miscarriage.

**PRIDE AND PARENTS INCLUSIVE HOLIDAYS GUIDE**
A cross-collaboration between the Pride and Parents BRGs, the Holiday Guide was created to help parents navigate new and exciting situations like a loved one coming out or bringing their partner home for the first time. The guide also provides simple "dos and don’ts" for both parents and those that identify as LGBTQIA+.

**U.S. BLACK HISTORY MONTH - 28 DAYS OF CULTURE AND ACTION**
At a critical time in US History, dentu elevated the importance of Black History Month both through our internal activation as well as inspiring our clients, peers, and partners to participate in 28 Days of Culture and Action. Each day, The Mosaic inspired, educated, and challenged us to own the change we each need to make to create a more equitable society.

**INTERSECTIONAL WOMEN’S EQUALITY**
For International Women’s Day, 1200 people across dentu Americas joined an afternoon of women-centered programming with dentu leaders and a closing keynote from entrepreneur and Peloton instructor, Ally Love. Breakout sessions included "Challenging Gender Norms" with Sarah McBride, the highest-ranking openly transgender politician in U.S. history, a financial session with Charles Schwab and more. Brazil continues to host "Papo com Elas", monthly talks to empower women to share their experiences and increase awareness.

**INTERFAITH BRIDGING THE GAP DISCUSSIONS**
Collaboration between the Multicultural and Military BRGs resulted in the first installment of "Bridging the Gap between Minorities and Law Enforcement". This has led to ongoing honest and hopeful dialogues across dentu that explore the complex and traumatic relationships between Law Enforcement and the BIPOC communities. In addition, we are connecting experiences of the BIPOC community with current and historical issues, which is helping us support our clients, and the industry, in their learning journey by bringing real solutions to bridging the gap across communities.
At dentsu, we believe that all our people can be champions for meaningful progress — not only at dentsu, but within their local communities and industry networks. Our people are passionate changemakers, using their talent and skills to create positive change in their communities.

Here are some of their stories...

**Jas Singh, VP, Adobe Practice**

Jas co-leads the Wellness identity group within the Enablement BRG and is passionate about sharing techniques to improve our well-being, and be resilient.

He has studied and practiced various styles of meditations and has held 500+ sessions and over 25+ all-day workshops on various themes of Mind, Body & Wellbeing. At dentsu, he created and leads weekly ongoing programs on Mindfulness and Body & Wellbeing. At dentsu, workshops on various themes of Mind, Body & Wellbeing.

**Elana Ross, Media Planning Supervisor**

Elana is a committed member of our Women’s BRG, particularly instrumental in activating our She Runs It partnership for women across our network. Elana’s bravery and vulnerability was the catalyst for quadrupling the SheRuns It Loan Relief program in 2020, enabling the non-profit to provide scholarships to 15 women (two at dentsu, 13 outside of dentsu) compared to the planned four scholarships.

Learn more —

“The 2020 miracle was a cascade of events inspired by Elana Ross,” said Lynn Branigan, President and CEO of She Runs It. “When a member of the nominating committee read Elana’s story, she decided to send the application to Elana’s global CEO, Wendy Clark. Wendy in turn sent it to Jacki Kelley. [who] reached out to her professional network and, within three weeks, $40 thousand grew to $150 thousand.”

**Chris Hurlburt, Global Operations Director, SSCM**

Chris has pushed for change within his hometown. Through speaking out against racism, creating new and safe spaces for community discussion and elevating Black voices, he started the movement to remove his town’s Confederate statues.

Learn more —

“I always knew about the term “systemic racism” but I had never bothered to research it, because, sadly, it didn’t negatively impact me. I am a White male in a society that values White males, and I possess massive amounts of privilege. In realizing this, I felt even more sad and frustrated, and I knew that I needed to do something to help. I’m not an elected leader and I don’t have political connections, and these two things are critical to gain influence and create top-down impact. So instead of pursuing sweeping change at the national level, I decided to focus on somewhere I knew well and could gain influence: my small, rural, predominately White hometown of Luray, Virginia.”

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**Jacki Kelley, CEO dentsu Americas - Ad Council board, She Runs It Chair of Foundation Board, Comic Relief USA board, SeeHer activation**

**Christina Pyle, CEO dentsu Americas - AdWeek Advisory Council, World Economic Forum Racial Justice in Business Coalition Steering Committee, Community of Chief Diversity and Inclusion Officers Committee, AAF Mosaic Council, 4A’s Diversity Steering Committee**

**Doug Rozen, Media CEO dentsu Americas - Pledge Advisory Board Member**

**Jen Dupuis, Creative CEO dentsu Americas - SeeHer activation**

**Doug Ray, Chief Product Officer dentsu Americas - Bidooe board member, GLAAD, Ad Council Anti-bullying campaign**

**Brian Monahan, Global Client President, Head of U.S. Ventures - Ad Council Media Advisory Board, SF USD Career & Technical Education Business Advisory Board**

**Angela Steele, Carat USA CEO - 4As board, 4A’s 5 Point commitment to BIPOC Media Owners initiative**

**John Santiago, President Multicultural at dentsumcgarreybowen and CEO MB - Female Foundry mentor**

**Kai Exos, CCO, dentsu Good Americas + CCO Canada - BlackNorth, SPLIC, NAACP, PETA**

**Tracie Kambies, Global Analytics Lead, Merkle - Literacy Action Board Member, The Kloset volunteer**

**Abl Evans, SVP Client Development - dentsu activation lead for SeeHer, The Female Quotient activation lead, She Runs It**

**Caro Lewis, Head of Investment Amplifi US - SeeHer activation**

**Deva Bronson, SVP Digital Investment Amplifi USA - IAB’s Step In & Step Up. Allies for Action council**

**Alexandra Panousis, CEO and Chair Dentsu Media Canada - AfterMeToo**

**Priscilla Ceruti, Head of Strategy dentsumcgarreybowen Brazil - president MamaLab Brazil, Ethics Council of the National Self-Regulation Council**

**Leah Askew, SVP Client Results Amnet - Yellow Co**

**Mark Peters, SVP, Global Head of Business Change & Rollout, Technology - Female Foundry mentor**

**Nigel Wilson, SVP, IT Operations - Female Foundry mentor**

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enabling everyone

AutonomyWorks is a for-profit social enterprise built around the talents of adults with autism. The organization employs teams of adults with autism in support of national and international marketing organizations that need detail- and task-oriented employees to effectively support their digital and online marketing efforts.

Dentsu has partnered with AutonomyWorks since 2018, beginning with an engagement to take over ad ops activities (e.g. trafficking, tagging, reporting) for some US media clients and a project to improve documentation of dentsu’s HR processes.

In 2020, dentsu announced a new initiative within dentsu’s Automation Center of Excellence (COE) to help upskill people on the autism spectrum to build their own software robots. This new partnership seeks to prepare people with autism for the future of work and have co-bots at their side.

To accomplish this, the dentsu Automation COE has partnered with UiPath, a global software company that develops a platform for robotic process automation. Participants from AutonomyWorks and other partnering organizations took part in a two-week, self-led training followed by a four-day hackathon to create their very own automations using UiPath StudioX. Since the training, the AutonomyWorks team has developed and deployed three automations in production which are in active use.

The ABLE Project (Active Bystandership for Law Enforcement) is 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.

ABLE training is provided at no cost to law enforcement agencies, as long as those agencies commit to creating a culture of active bystandership and peer intervention through policy, training, support and accountability.

At dentsu, we believe the ABLE Project will help drive real, positive and long-term change in policing and bring about improvements in trust between law enforcement and communities.

Dentsu is helping ABLE create a culture of active bystandership among law enforcement agencies across the United States. We are providing pro bono work and collaborating with some of our clients to support ABLE by:

- Conducting legal and policy research,
- Creating and executing a strategy for advocacy, community outreach, media/PR, and fundraising,
- Assembling a team of volunteer “Ambassadors” to advocate for law enforcement agencies in their local communities to commit to ABLE’s standards and undergo ABLE training,
- Advising ABLE on social media strategy and aiding the management of its social media content,
- Creating compelling content to drive awareness of ABLE’s mission, impact and successes
- Dentsu’s Deputy General Counsel, Americas, Miri Miller, is a member of ABLE’s Corporate Advisory Group, which helps infuse ABLE with new and innovative ideas on how best to achieve ABLE’s core missions.

“The social change that is happening around the country inspires me every day, not just in how I approach working with my colleagues and contributing to social impact, pro bono and DEI initiatives at dentsu, but also how I approach being a parent (which I am new at!), family member, friend and active member of my community.”

Brian Klochkoff, Head of Automation, Americas

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Miri Miller, Deputy General Counsel

Miri leads teams inside and outside of dentsu to take action for change. She organizes pro bono work and connected dentsu with ABLE, the Active Bystandership for Law Enforcement Project, where she now sits on the corporate advisory board.

“...”
our work

LEVERAGING OUR CRAFT AS A FORCE FOR GOOD.
driving impact and authentic connections

We are committed to leveraging our craft to challenge perceptions, push reform and drive sustainable change within our industry and our communities.

We collaborate with our clients, partners and the industry to share learnings and accelerate change. DEI and our commitment to be champions for meaningful progress is embedded throughout our proposals and strategies.

INTENTIONAL WITH OUR LANGUAGE

We have worked closely with the Global Alliance for Responsible Media (GARM), a cross-industry initiative established by the World Federation of Advertisers, in the development of improved digital nomenclature for what has been historically referred to as "blacklists" and "whitelists".

Dentsu is in full support of the change in digital nomenclature to "inclusion lists" and "exclusion lists" and have updated our educational materials, reviewed contract terms with existing partners and clients and ensured this is reflected in all new contract language. We have also developed a framework and regular cadence to review client exclusion lists to provide future guidance and best practices as well as work to minimize excluding keywords or limiting alternative views and media partners.

ENSURING REPRESENTATIVE AND ACCURATE PORTRAYAL

In addition to activating the SeeHer GEM® (Gender Equality Measure, the first research tool to quantitatively measure gender bias in ads and programming) throughout our media and creative work, we have built a Creative Review Council comprised of dentsu employees to ensure that our creative product is representative of diverse consumers and their experiences and as culturally nuanced, sensitive and inclusive as possible.

Our focus is on empowering the dentsu creative community so that DEI is at the core of the brand stories we tell. Our long-term goal is to embed this into the business and ways of working, ultimately reducing the need for a review council.

DRIVING RESPECTFUL AND AUTHENTIC ENGAGEMENT WITH AUDIENCES

Dentsu's strategy framework is empathetic at its core, centering around authentic and respectful engagement. Our Media Diversity Investment Framework provides a portfolio of publishers and partnerships with minority-owned companies and companies that specialize in reaching minority audiences. With all of our partners, we are working to ensure that we are not just reaching diverse audiences but connecting with audiences more authentically.

BlackNorth

The BlackNorth Initiative is committed to removing anti-Black systemic barriers negatively affecting the lives of Black Canadians. Dentsu is a foundational partner and helped to launch this initiative, leading branding and communications strategy and producing virtual summits.

It started as a corporate initiative with the intention to rewrite policies, set diversity targets and hold leaders accountable. Led by The Canadian Council of Business Leaders Against Anti-Black Systemic Racism, the BlackNorth Initiative has widened its scope beyond Corporate Canada to all Canadians.

MORE TO COME
Dentsu continues to lead the branding and communications strategy with a national Masterbrand campaign launch in the works for spring 2021.

THE SUMMITS
Dentsu successfully launched the BlackNorth Initiative and produces two virtual events in Canada, one in Ontario and one in Quebec. In total, over 7K attended the events including both Community members and Leaders of the top 200 corporations nationwide. Over 500 leaders took the BlackNorth Initiative Pledge, a crucial first step in committing to an equitable and inclusive culture, both in the workplace and in the community.

Learn more →

collab biographies

Collab Biographies from NBS within dentsu Brazil’s creative service line seeks to change the stereotype of successful entrepreneurs in Brazil. Launched in collaboration with Sanofi in 2018, the project features five women who are entrepreneurs and live in a favela. NBS brought their stories to life, connecting them with biographers to turn the stories into books. Income from book sales supported the entrepreneurs’ businesses, and pages toward the end of the book were intentionally left blank for readers to help “write” these final chapters, later released on a digital platform. Now embarking on the second edition and selecting the next round of female entrepreneurs, the project moves to the capital of the Amazon state, in partnership with Águas de Manaus.

Learn more →
A cross-discipline team from within dentsu collaborated with One Solution, an award-winning division of Urban One, and partnered with GM, P&G and Kroger, to launch a first-of-its-kind audio series, ‘More Than That with Gia Peppers’. Created for Black audiences and produced and distributed exclusively by underrepresented businesses, we are pioneering a collaborative way for brands to equitably engage with multicultural audiences by celebrating new conversations on wellness, entertainment, and more.

“We at NABOB are very pleased to see ‘More Than That with Gia Peppers’ come to fruition. We are delighted to see the team at dentsu Americas have gone far beyond mere words and have inspired several of their major clients to launch a national advertising campaign on NABOB’s member stations and networks. This is a game changing commitment, and I hope it marks the beginning of a new relationship between NABOB, dentsu Americas and the major national advertisers who are supporting this series.”

Jim Winston, Jr., President of the National Association of Black Owned Broadcast

To highlight the difficulties children with dyslexia face every day, dentsumcgarrybowen crafted a website and a campaign based on popular children’s books to give people a sense of what it’s like to live with this learning disability. Created for the charity, Dyslexia Canada, “It’s Hard to Read” aimed to sensitize and educate the public while directing children and families living with dyslexia to the resources Dyslexia Canada provides to help support those with this learning disability.

From executive producers Michael Strahan and Constance Schwartz-Morini, alongside a dedicated team from The Story Lab, comes the four-part documentary series ‘The Cost of Winning’. Set in one of the toughest neighborhoods in Baltimore, the show tells the story of the St. Frances Academy Panthers football program. The series follows head coach Biff Poggi and the new recruits as they pursue a national championship on a path to college from one of the poorest, most underserved schools in America.

Dentsu partnered with Sam’s Club to launch a “Proud by Design” competition for up-and-coming HBCU design students to help redesign the classic blue employee vests worn by in-store associates at Sam’s Club’s across America. In collaboration with Harlem’s Fashion Row, the contest provides exposure, access, and mentorship for aspiring diverse designers looking to break into the industry, plus cash prizes to help winners launch their careers. Dentsu led ideation, facilitated the strategic partnership with HFR, spearheaded contest management, and of course, led social content.

We believe in a world that starts with a loving home. Motivated by a shared mission to spark family connections, OREO, PFLAG and 360i joined forces to create Proud Parent, a long-term campaign celebrating proud parents, fostering inclusivity, and championing the idea that collectively we can make the world a more accepting, affirming, and compassionate place where all families belong. As of May 2021, Proud Parent has already gained awards recognition, including The Muse Creative Awards, MediaPost’s Creative Media Awards for Branded Entertainment, the Shorty Awards, and the work is currently shortlisted multiple times at The One Show and The ADC awards.
PARTNER SPOTLIGHT

OfficeLuv

In 2018, we partnered with a startup in office supplies and office support called OfficeLuv. As a woman-led business, they provide products directly to companies by partnering with major vendors to supply to customers.

Over the next few years, dentsu increased our business with OfficeLuv across our U.S.-based offices; at $1M annualized spend pre-pandemic, we anticipate further spend via OfficeLuv to increase in the new normal.

Learn more →

MORE THAN THAT WITH GIA PEPPERS

A first-ever program of its kind, dentsu launched this initiative partnering with GM, P&G and Kroger to create an original audio series supporting 100% Black-owned supply chain. More Than That series aims to address the inequities in the advertising supply chain by providing a platform for advertisers to engage consumers through entertaining and informative content.

IN FRONT FRIDAYS

Through "In Front Fridays", we create visibility inside and outside of dentsu by hosting conversations with diverse media and advertising businesses. In addition, our media leadership team provides consulting and support for small businesses.

DENTSU PRISM

Dentsu prism was launched from our media innovation and investment arm, Amplifi. It helps clients assess their investments on a deeper level to ensure they are reaching audiences that reflect the true composition of the US population, in a meaningful way. The Prism approach starts with a media brief to reevaluate audience objectives and activation goals. Clients can then leverage Amplifi's expanded partnership roster and evaluate the use of data to create equity in their investments.

INVESTING IN DIVERSE SUPPLIERS

At dentsu, we believe our suppliers, like our employees, should have equal opportunity to thrive, and that equitable actions are needed to achieve this.

Our ambition is for 15% of our spend - direct and indirect - to be with diverse suppliers inclusive of businesses owned by women, BIPOC, LGBQIA*, persons with a disability and Veterans.

But it’s not just about increasing our spend with diverse suppliers. We’re also committed to initiatives and programs that develop and grow businesses for the long run.

We’ve also incorporated additional questions on our vendor form to not only identify diverse-owned suppliers but to understand all of our partners’ board diversity, entire staff diversity and their proactive DEI efforts.

We audited all our current media partnerships to gauge diversity initiatives such as commitment to diversity, communication to diverse audiences, and mandating diverse content creation.

With our Media Diversity Investment Framework we have expanded our portfolio of publishers and partnerships to include more minority-owned companies and companies that specialize in reaching minority audiences. These partnerships include all media channels and can be transacted via direct and programmatic buys, with the intent to increase spend and create opportunities for education and conversation around creating relationships with diverse target audiences.

As a basis for all of our partners, DE&I is a key priority, and how can ensure we are not just reaching diverse audiences, but connecting with audiences more authentically, this will lead to more spending with diverse media partners like BET, Univision, CrossingsTV, Allen Media Group, Central City Productions, and Telemundo. Our media investment arm is also doing discovery work in new spaces including Publishing, Social, and Audio channels. Newly engaged partners include Rolling Out, Essence, Mirror Digital, Café Media.

In March 2021, we formally entered a partnership with OZY Media. Through the partnership, we will collaborate on original branded video and an audio and written content series, as well as offer services on diversity, equality and inclusion.

We can then leverage Amplifi’s expanded partnership roster and evaluate the use of data to create equity in their investments.

PARTNER SPOTLIGHT

OfficeLuv is a startup in office supplies and office support. They provide products directly to companies by partnering with major vendors to supply to customers.

Learn more →

INVESTING IN DIVERSE SUPPLIERS

At dentsu, we believe our suppliers, like our employees, should have equal opportunity to thrive, and that equitable actions are needed to achieve this.

Our ambition is for 15% of our spend - direct and indirect - to be with diverse suppliers inclusive of businesses owned by women, BIPOC, LGBQIA*, persons with a disability and Veterans.

But it’s not just about increasing our spend with diverse suppliers. We’re also committed to initiatives and programs that develop and grow businesses for the long run.

We’ve also incorporated additional questions on our vendor form to not only identify diverse-owned suppliers but to understand all of our partners’ board diversity, entire staff diversity and their proactive DEI efforts.

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teaming for progress

SWIMMING AGAINST THE TIDES, TOGETHER.
radical collaboration

We hold ourselves accountable through participating in industry indexes and transparently sharing our data and practices. We are also aligned with and participate in action-oriented coalitions that drive progress through measurement and best practices.

WEF

Dentsu International and 55 other founding members, representing more than 6.5 million employees, covering 13 industries with headquarters across 3 continents, joined The World Economic Forum’s Racial Justice in Business initiative.

The organization is a coalition of companies and their C-suite leaders committed to leveraging their individual and collective power to build equitable and just workplaces for professionals with underrepresented racial and ethnic identities, starting with designing for advancement of Black professionals in business.

We are proud to be the only holding company or agency representing the advertising industry.

Initiatives such as these reinforce our focus to fuel a diverse, inclusive and instinctively generous culture to create sustained change and reform.

Learn more

TIMES FORWARD

Dentsu has joined the Time’s Forward Business Network, part of the TIME’S UP non-profit organization. Time’s Forward is a growing coalition of leaders and organizations that are committed to creating safe, inclusive, and equitable workplaces for all. The partnership includes personalized coaching, access to the latest research and data on racial and gender equality in the workplace, briefings with subject matter experts, and roundtables and convenings to share best practices and solutions. This spring, Dentsu held an industry-first Caregiving Crisis roundtable with our executive leaders and then hosted a roundtable with industry partners.

We have also joined the TIME’S UP Care Economy Business Council, a cross-industry coalition of companies that brings together both large corporations, small businesses, and entrepreneurs to push for the creation of a comprehensive care infrastructure at this critical moment.

Learn more

4A’s FOUNDATION

The 4A’s and 4A’s Foundation are critical partners for Dentsu in many ways and programs specifically offered through the 4A’s Foundation are central parts of our DEI strategy. In addition to supporting MAIP for college students and ReACT in connection with dentu’s The Code, members of our DEI leadership team participated in the Equity & Inclusion Congress in the fall of 2020. Americas Chief Equity Officer Christena Pyle also sits on the 4A’s Diversity Steering Committee (DSC).

The Equity & Inclusion Congress was an industry-wide workshop over a series of four days to create an actionable playbook to drive progress in DEI, with focus areas of Reporting & Measurement, Recruiting, Retention, Learning & Development Building & Sustaining DEI. The outcome was a working manifesto for the US advertising industry, to guide and drive our work over the coming months and years, with tangible steps for independent agencies, holding companies, and the industry at large.

Learn more

"Dentsu is proud to join these other founding companies as catalysts for change in our industries and society, by partnering with major advocacy organizations like The Forum to create sustained social justice change and reform.”

Wendy Clark
Global CEO, Dentsu International
SeeHer partnership + research series

SeeHer is an initiative launched by the ANA with a mission to accurately portray all women and girls in marketing, advertising, media and entertainment, addressing persistent unconscious bias. SeeHer members represent more than 2,000 brands and $70 billion in ad spend. Through access to GEM® scoring (SeeHer’s Gender Equality Measure, the first research tool to quantitatively measure gender bias in ads and programming), proprietary research, tools and toolkits, media partnership opportunities, equality workshops, and other benefits, the group sets the gender equality agenda for the industry.

As part of dentsu’s steadfast commitment to champion meaningful progress, in early 2020, we joined SeeHer as the first advertising holding company to become a member at the enterprise-level. (With some of our agency brands previously holding individual partnerships, such as Merkle.)

When we entered into this partnership, we knew that we wanted to drive lasting change together. We committed to leveraging our access to SeeHer to drive meaningful progress in our business, and the tumult of 2020 only built the case further for the many reasons we wanted to move at speed. The heart of everything we’ve done has been the wholehearted alignment with the SeeHer mission.

2020-2021 Goals with SeeHer

1. Set an example of how to maximize SeeHer’s impact and adoption internally

   Within Media and Creative we have internal advisory boards that work to operationalize and embed inclusion in standards of work, such as testing creative with GEM® and holding workshops to educate internal teams on best practices for accurately portraying women and girls.

2. Collaborate with SeeHer to advance work externally

   Dentsu collaborated with SeeHer on a proprietary three-part research study to understand consumers’ attitudes around the importance, progress and barriers to gender equality. The Perceptions of Progress: The State of Women’s Equality in the US series focuses on intersectional gender equality and how views on the topic differ by gender, race and ethnicity, and generational cohort.

   Looking ahead, our vision is to work with SeeHer to open source our templates and rollout strategies to allow the industry to leverage our learnings and adopt our best practices. Our hope is that together, we can make a meaningful impact in the accurate portrayal of women in marketing and media.

FOUR CORE PILLARS OF PARTNERSHIP

EDUCATION
Leveraging SeeHer’s toolkit and trainings to raise awareness of existing best practices

MEASUREMENT & TESTING
Implementing and institutionalizing GEM scoring across our business

CO-CREATION
Forging new collaborations through our shared interests and complimentary capabilities

ADVOCACY
Evangelizing change and introducing SeeHer to internal constituencies + external audiences
about
dentsu international

Part of dentsu, dentsu international is made up of eight leadership brands - Carat, dentsu X, iProspect, Isobar, dentsu mcgarrybowen, Merkle, MKTG, Posterscope and supported by its specialist brands.

Dentsu International helps clients to win, keep and grow their best customers and achieve meaningful progress for their businesses.

With best-in-class services and solutions in media, CXM and creative, dentsu international operates in over 145 markets worldwide with more than 46,000 dedicated specialists.

www.dentsu.com

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appendix: sources

Page 3: Audre Lorde quote:
Blackpast.org - https://www.blackpast.org/african-american-history/1982-audre-lorde-learning-60s/

Photo Sources:
We have consciously selected photos to represent diversity and photographers from the same spectrum.

- unsplash.com
- kaboompics.com
- pexels.com
- dentsu library of licensed Adobe Stock photos
- Page 7: photo sourced with permission from Kirt Morris, dentsu employee
- Page 13: photo sourced with permission from Camille Kelley, dentsu employee
appendix: notes on employee data disclosures

U.S. race and ethnicity categories

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

In alignment with US EEO-1 reporting guidelines, definitions of the race and ethnicity categories are as follows:

**HISPANIC OR LATINO**
A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

**WHITE (NOT HISPANIC OR LATINO)**
A person having origins in any of the original Peoples of Europe, the Middle East, or North Africa.

**BLACK OR AFRICAN AMERICAN (NOT HISPANIC OR LATINO)**
A person having origins in any of the black racial groups of Africa.

**NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER (NOT HISPANIC OR LATINO)**
A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

**ASIAN (NOT HISPANIC OR LATINO)**
A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

**AMERICAN INDIAN OR ALASKA NATIVE (NOT HISPANIC OR LATINO)**
A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

**TWO OR MORE RACES (NOT HISPANIC OR LATINO)**
All persons who identify with more than one of the above five races.

additional employee data captured

In addition to ethnicity and race (U.S., Canada, Brazil) and gender (sex), our employees in the U.S. and Canada can choose to disclose the following, which helps us to better understand our workforce and continue to support an inclusive workplace for all:

- Gender Identity
- Sexual Orientation
- Disability status
- Military status (U.S.)
appendix: U.S. ethnic and racial representation

overall and against industry sources

The 4As 2020 Diversity Survey was released in December 2020. The report includes data from 165 agencies of all sizes (75% were holding companies, 25% were independent) and reflects responses from 165-member agency offices representing over 40,000 employees at all levels and across all job functions. Due to variations in data collection by level, we are including the total workforce comparison.

We are choosing to not only compare our data against the US EEO sector most closely related to our industry, but to additional sources of information more specific to the ad industry. The comparison points for these data sources may vary. We seek to consider various benchmarks that help us to evaluate our progress, though we consider progress to be a race without a finish line and not defined by any one external source.

Data Footnotes:

• Totals might be slightly over 100% due to rounding.
• Dentsu is the only company that publishes its workforce data. As of June 2020 and May 2021 based on available dentsu workforce data, not audited by third party. Data includes people located in the United States of America. June 2020 data reflects the snapshot at that time, and year-over-year comparisons are influenced by changes made through dentsu’s business transformation since that time.
• Please reference footnotes of pages 10 or 11 for description of Executive, Management and Professionals levels and previous page for use of race and ethnic categories.
• Due to the Covid-19 pandemic, the 4As 2020 Diversity Survey was released in December 2020. The report includes data from 165 agencies of all sizes (75% were holding companies, 25% were independent) and reflects responses from 165-member agency offices representing over 40,000 employees at all levels and across all job functions. Due to variations in data collection by level, we are including the total workforce comparison.
• The ANA AIMM Diversity Survey was released in November 2020, with data updated through June 2020. Our comparison for this purpose is taken against the ANA Overall Membership data, which includes 27,974 who provided ethnic diversity information. Their data includes a category of “other” which does not distinguish between Two or More Races, Native American, Alaska Native, Native Hawaiian or other Pacific Islander and other races. Due to variations in data collection by level, we are including the total workforce comparison.
• The U.S. Bureau of Labor Statistics (BLS) 2020 data from categories of “Management, scientific, and technical consulting services” and “Advertising, public relations, and related services” race group estimates do not sum to totals because persons whose ethnicity is identified as Hispanic or Latino may be of any race.

**Note:** Totals might be slightly over 100% due to rounding.
appendix: gender representation by level for U.S.

TOTAL WORKFORCE (U.S.)

<table>
<thead>
<tr>
<th>Level</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive levels</td>
<td>36.6%</td>
<td>63.4%</td>
</tr>
<tr>
<td>Management levels</td>
<td>53%</td>
<td>47%</td>
</tr>
<tr>
<td>Professional levels</td>
<td>60.7%</td>
<td>39.3%</td>
</tr>
</tbody>
</table>

Data Footnotes:

- Data as of July 2020 and May 2021 based on available dentu workforce data. June 2020 data reflects the snapshot information at that time, and year-over-year comparisons by service line and level are influenced by changes made through dentu's business transformation in between this time.
- Data reflects people located within the United States. Complete data by level for Canada and Latin America is still being finalized.
- There may be variance among dentu reports due to differences in date range and data methodology.
- Executive levels include C-level, President, Head of roles, General Managers, Executive Vice Presidents. Management levels include department Directors, Vice Presidents, Senior Vice Presidents. "Professionals" includes entry-level and support roles through Senior Manager roles and some Account Directors.