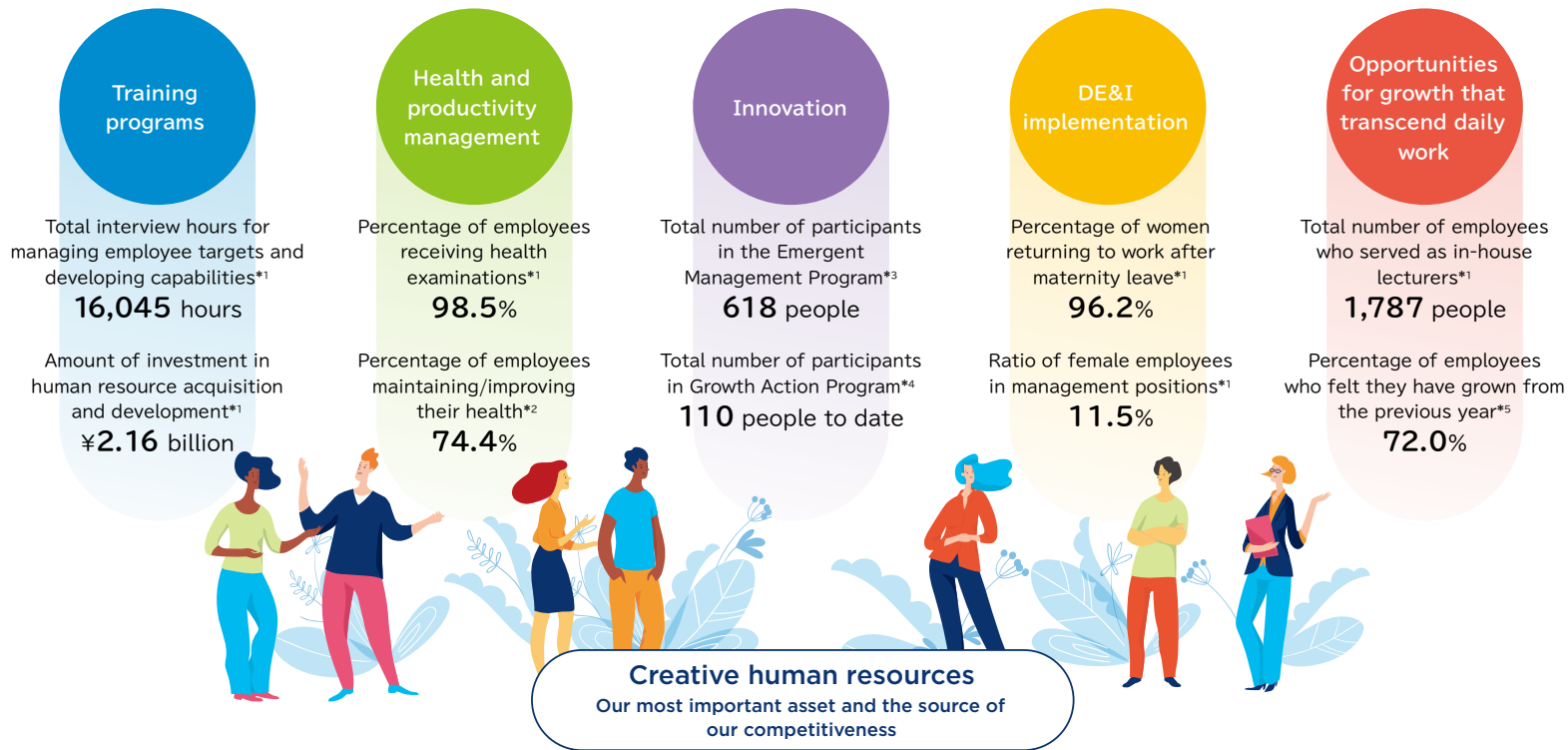


People as the Source of Value Creation

The Group adopts “Encourage individual personalities to flourish within a teamwork environment, leading to the creation of new values” as part of its Group philosophy. With the aim of developing the ability to promptly recognize social changes, leverage creativity, and create and spur change independently, each of our employees takes on challenges in new domains, guided by a strong desire for realizing personal growth.

The power of individuals with eclectic talents and the power of teams that mutually enhance each other produce a high level of creativity



*1 Coverage: Seven major companies in Japan (Hakuhodo, Daiko Advertising, YOMIKO ADVERTISING, IREP, Hakuhodo DY Media Partners, D.A.Consortium, and SoldOut)
 *2 Coverage: Checkup Championship participants at Hakuhodo and Hakuhodo DY Media Partners

*3 People taking part in management human resource training in the Hakuhodo DY Group
 *4 Human resource training for Hakuhodo DY Group employees, mainly in their 30s
 *5 Coverage: Hakuhodo and Hakuhodo DY Media Partners

Our Perspective on Human Resource Development

Elicit the Power of Individuals with Eclectic Talents

- Job capabilities/capacity/career development
- Intrinsic motivation
- Making eclectic talents visible

Bring Out the Strength of Mutually Enhancing Teams

- Provision of learning opportunities
- Discovering each other's strengths
- Human resource management

Generate a High Degree of Creativity

- Sei-katsu-sha Insight Community
- Business development
- Learn liberal arts