

ESG Data

Environmental Data

Greenhouse Gases

	Target values	Base year (fiscal 2019)	Results for fiscal 2020	Results for fiscal 2021	Results for fiscal 2022	Progress in fiscal 2022
Total CO ₂ emissions (tons)	—	41,237	23,480	26,991	24,706	40.1% reduction
Scope 1 and Scope 2 CO ₂ emissions (tons)	Reduction of 50% by fiscal 2030, carbon neutral by fiscal 2050	11,174	9,434	9,607	6,959	37.7% reduction
Scope 3 CO ₂ emissions (tons)	Reduction of 30% by fiscal 2030	30,063	14,046	17,385	17,747	41.0% reduction
Introduction of renewable energy	60% by fiscal 2030, 100% by fiscal 2050	0%	0%	0%	1.8%	1.8%
Energy conservation (kl)	Reduction of 30%	5,372	4,560	4,652	2,858	46.8% reduction

Coverage: Hakuholdo, Daiko Advertising, YOMIKO ADVERTISING, Hakuholdo DY Media Partners, HAKUHODO PRODUCT'S

Waste

	Target values	Base year (fiscal 2019)	Results for fiscal 2020	Results for fiscal 2021	Results for fiscal 2022	Progress in fiscal 2022
Waste reduction (tons)	Maintain average reduction of 50% or more	486	262	311	228	53.1% reduction
Recycling rate	85% or more	82.2%	84.8%	84.6%	79.0%	79.0%

Coverage: Hakuholdo head office in Tokyo (Akasaka Biz Tower)

Water

	Target values	Result for fiscal 2020	Result for fiscal 2021	Result for fiscal 2022
Water usage (m ³)	—	280	253	252

Coverage: Hakuholdo head office in Tokyo (Akasaka Biz Tower)

Social Data

The coverage for each item is noted in the table below.

Notation	Coverage
Hakuholdo DY Group	Hakuholdo DY Holdings and all consolidated subsidiaries
Hakuholdo DY Holdings	Hakuholdo DY Holdings only
Hakuholdo and Hakuholdo DY Media Partners	Hakuholdo and Hakuholdo DY Media Partners
Four major companies in Japan	Hakuholdo, Daiko Advertising, YOMIKO ADVERTISING, Hakuholdo DY Media Partners
Five major companies in Japan	Hakuholdo, Daiko Advertising, YOMIKO ADVERTISING, IREP, Hakuholdo DY Media Partners
Six major companies in Japan	Hakuholdo, Daiko Advertising, YOMIKO ADVERTISING, IREP, Hakuholdo DY Media Partners, D.A.Consortium
Seven major companies in Japan	Hakuholdo, Daiko Advertising, YOMIKO ADVERTISING, IREP, Hakuholdo DY Media Partners, D.A.Consortium, SoldOut

Note: The period covered is as of March 31 of each year, unless otherwise stated.

Governance Data

	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Number of directors (people)	13	12	9	10	10
Of whom, outside directors (people)	3	3	3	4	4
Of whom, independent outside directors (people)	3	3	3	4	4
Percentage of independent outside directors (%)	23%	25%	33%	40%	40%
Number of female directors (people)	0	0	0	1	1
Percentage of female directors (%)	0%	0%	0%	10%	10%

Coverage: Hakuholdo DY Holdings

Employees

Number of Group Employees

	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Full-time employees (people)	21,469	23,939	24,775	25,522	27,936
Temporary employees (people)	9,923	10,142	10,793	10,361	11,027

Coverage: Hakuholdo DY Group

Composition of Employees

	Fiscal 2021				Fiscal 2022			
	Total	Male	Female	Non-Japanese	Total	Male	Female	Non-Japanese
Number of people								
Employees	8,227	5,261	2,966	—	9,101	5,683	3,418	175
Regular employees	—	—	—	—	8,287	5,356	2,931	156
Temporary employees	—	—	—	—	768	304	464	18
Part-time (typically older adults)	—	—	—	—	9	8	1	0
Part-time (students and young people)	—	—	—	—	37	15	22	1
Percentage								
Employees	100.0%	63.9%	36.1%	—	100.0%	62.4%	37.6%	1.9%
Regular employees	—	—	—	—	91.1%	58.9%	32.2%	1.7%
Temporary employees	—	—	—	—	8.4%	3.3%	5.1%	0.2%
Part-time (typically older adults)	—	—	—	—	0.1%	0.1%	0.0%	0.0%
Part-time (students and young people)	—	—	—	—	0.4%	0.2%	0.2%	0.0%

Coverage: In fiscal 2021, six major companies in Japan; in fiscal 2022, seven major companies in Japan
Period: Overseas, as of April 1, 2022

ESG Data

Number of Employees by Country/Region

		Fiscal 2022		
		Total	Male	Female
Number of people	Total	14,660	8,268	6,392
	Japan	9,101	5,683	3,418
	Asia (excluding Japan)	5,463	2,542	2,921
	Americas	6	3	3
	Europe	90	40	50
	Other	—	—	—
Percentage	Total	100.0%	56.4%	43.6%
	Japan	62.1%	38.8%	23.3%
	Asia (excluding Japan)	37.3%	17.3%	19.9%
	Americas	0.0%	0.0%	0.0%
	Europe	0.6%	0.3%	0.3%
	Other	—	—	—

Coverage: Seven major companies in Japan; overseas, subsidiaries of Hakuholdo and Hakuholdo DY Media Partners
 Period: Overseas, as of April 1, 2022

Number of Employees by Age Group

		Fiscal 2021			Fiscal 2022		
		Total	Male	Female	Total	Male	Female
Number of people	Total	3,712	2,587	1,125	9,101	5,683	3,418
	Up to 30	651	379	272	2,883	1,496	1,387
	30-39	1,234	825	409	2,900	1,783	1,117
	40-49	904	667	237	1,844	1,256	588
	50-59	797	604	193	1,242	946	296
	60 or older	126	112	14	232	202	30
Percentage	Total	100.0%	69.7%	30.3%	100.0%	62.4%	37.6%
	Up to 30	17.5%	10.2%	7.3%	31.6%	16.4%	15.2%
	30-39	33.2%	22.2%	11.0%	31.9%	19.6%	12.3%
	40-49	24.4%	18.0%	6.4%	20.3%	13.8%	6.5%
	50-59	21.5%	16.3%	5.2%	13.7%	10.4%	3.3%
	60 or older	3.4%	3.0%	0.4%	2.5%	2.2%	0.3%

Coverage: For fiscal 2021, Hakuholdo and Hakuholdo DY Media Partners; for fiscal 2022, seven major companies in Japan

Average Age and Average Years of Service

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Average age	43.9	43.2	43.9
Average years of service	16.7	13.7	13.6

Coverage: Hakuholdo DY Holdings

Gender Pay Gap

	Total	Regular employees	Part-time and temporary employees
Hakuholdo	70.1%	77.4%	80.0%
Daiko Advertising	72.9%	75.6%	70.2%
YOMIKO ADVERTISING	77.8%	82.5%	76.7%
IREP	74.5%	74.1%	112.8%
Hakuholdo DY Media Partners	67.4%	77.8%	84.0%
D.A.Consortium	78.0%	77.1%	133.5%
SoldOut	73.3%	80.7%	98.1%

Note: Calculated as the average annual wage for women divided by the average annual wage for men

Number of Managers

		Fiscal 2020				Fiscal 2021				Fiscal 2022			
		Total	Male	Female	Non-Japanese	Total	Male	Female	Non-Japanese	Total	Male	Female	Non-Japanese
Number of people	Total	—	—	—	—	659	604	55	5	1,356	1,200	156	8
	Of whom, new graduates	—	—	—	—	—	—	—	—	759	676	83	3
	Of whom, mid-career hires	—	—	—	—	—	—	—	—	597	524	73	5
Percentage	Total	100.0%	89.5%	10.5%	—	100.0%	91.7%	8.3%	0.8%	100.0%	88.5%	11.5%	0.6%
	Of whom, new graduates	—	—	—	—	—	—	—	—	56.0%	49.9%	6.1%	0.2%
	Of whom, mid-career hires	—	—	—	—	—	—	—	—	44.0%	38.6%	5.4%	0.4%

Coverage: For fiscal 2020 and fiscal 2021, Hakuholdo and Hakuholdo DY Media Partners; for fiscal 2022, seven major companies in Japan

ESG Data

Number of Managers by Region

		Fiscal 2022								
		Total			Officers			Managers		
		Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of people	Total	2,328	1,733	595	131	111	20	2,197	1,622	575
	Japan	1,431	1,272	159	75	72	3	1,356	1,200	156
	Asia (excluding Japan)	897	461	436	56	39	17	841	422	419
	Americas	—	—	—	—	—	—	—	—	—
	Europe	—	—	—	—	—	—	—	—	—
	Other	—	—	—	—	—	—	—	—	—
Percentage	Total	100.0%	74.4%	25.6%	100.0%	84.7%	15.3%	100.0%	73.8%	26.2%
	Japan	61.5%	54.6%	6.8%	57.3%	55.0%	2.3%	61.7%	54.6%	7.1%
	Asia (excluding Japan)	38.5%	19.8%	18.7%	42.7%	29.8%	13.0%	38.3%	19.2%	19.1%
	Americas	—	—	—	—	—	—	—	—	—
	Europe	—	—	—	—	—	—	—	—	—
	Other	—	—	—	—	—	—	—	—	—

Coverage: Seven major companies in Japan; overseas, subsidiaries of Hakuho and Hakuho DY Media Partners (Asia only)

Period: For Japan, as of March 31, 2023; overseas, as of January 23, 2023

Note: In Japan, "officer" refers to corporate officers and directors. Overseas, it refers to vice presidents and presidents.

Recruitment and Turnover

New-Graduate Hires

	Fiscal 2020				Fiscal 2021				Fiscal 2022			
	Total	Male	Female	Non-Japanese	Total	Male	Female	Non-Japanese	Total	Male	Female	Non-Japanese
Number of people	—	—	—	—	—	—	—	—	464	237	227	14
Percentage	100.0%	50.1%	49.9%	—	100.0%	55.0%	45.0%	—	100.0%	51.1%	48.9%	3.0%

Coverage: For fiscal 2020 and fiscal 2021, Hakuho and Hakuho DY Media Partners; for fiscal 2022, seven major companies in Japan

Three-Year Retention Rate for New-Graduate Hires

	Fiscal 2022			
	Average	Male	Female	Non-Japanese
Retention rate	74.7%	74.9%	74.6%	66.7%

Coverage: Seven major companies in Japan

Mid-Career Hires

	Fiscal 2022			
	Total	Male	Female	Non-Japanese
Number of people	926	495	431	29
Percentage	100.0%	53.5%	46.5%	3.1%

Coverage: Seven major companies in Japan

Turnover

	Fiscal 2020				Fiscal 2021				Fiscal 2022			
	Average	Male	Female	Non-Japanese	Average	Male	Female	Non-Japanese	Average	Male	Female	Non-Japanese
Turnover rate	2.2%	—	—	—	6.4%	—	—	—	5.3%	5.2%	5.6%	10.3%

Coverage: For fiscal 2020 and fiscal 2021, Hakuho and Hakuho DY Media Partners; for fiscal 2022, seven major companies in Japan

Workstyle Transforms

Working Hours

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Average total hours worked per person	—	—	2,119
Average overtime work hours per month	27.1	26.4	47.3
Reduction in working hours (% year on year)	98.1%	102.9%	99.2%

Coverage: The average overtime hours worked per person for fiscal 2020 and fiscal 2021 is for Hakuho and Hakuho DY Media Partners.

: The reduction in working hours for fiscal 2020 and fiscal 2021 is for six major companies in Japan; for fiscal 2022, seven major companies in Japan.

Annual Paid Vacation Taken

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Average number of days taken per employee	10.8	10.0	10.6
Average number of days taken per employee (including special paid vacation)	—	—	18.0
Average rate of vacation use per employee	—	—	56.7%

Coverage: The average number of days taken per employee in fiscal 2020 and fiscal 2021 is for six major companies in Japan.

: The average number of days taken per employee and the average rate of vacation use per employee in fiscal 2022 are for seven major companies in Japan.

: The average number of days taken per employee (including special paid leave) in fiscal 2022 is for Hakuho and Hakuho DY Media Partners.

Diversity

Childcare Leave Taken

	Fiscal 2021			Fiscal 2022		
	Total	Male	Female	Total	Male	Female
Number of people taking leave	—	—	—	253	125	128
Rate of leave taken	—	—	—	69.1%	58.7%	83.7%
Days of leave taken	—	—	—	180	20	335
Return rate	95.7%	—	—	96.2%	96.7%	95.6%

Coverage : For fiscal 2021, six major companies in Japan; for fiscal 2022, seven major companies in Japan

Number of people taking leave, rate of leave taken, and days of leave taken: Calculated including leave for childcare purposes in some Group companies

Return rate: Calculation method revised from fiscal 2021 as follows: Number of employees who returned to work after maternity leave that fiscal year ÷ (Number of employees who returned to work after maternity leave that fiscal year + Number of employees who left the company after maternity leave)

ESG Data

Nursing Care Leave Taken

		Fiscal 2022
Nursing care-related statutory leave	Number of people taking leave	5
Leave other than nursing care-related statutory leave	Number of people taking leave	20

Coverage: Seven major companies in Japan

Health and Productivity Management

Health Examinations

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Percentage of people receiving health examinations	93.0%	99.8%	98.5%
Percentage of employees receiving comprehensive medical examinations	85.0%	84.3%	73.7%

Coverage: The percentage of people receiving health examinations in fiscal 2020 and fiscal 2021 is for six major companies in Japan.

: The percentage of employees receiving comprehensive medical examinations in fiscal 2020 and fiscal 2021 is for Hakuholdo only; for fiscal 2022, seven major companies in Japan

Checkup Championship*

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Number of participants	1,160	1,087	1,049
Percentage of participants maintaining or improving their health	76.4%	76.4%	74.4%

* "Checkup Championship" is a health and productivity management support program developed by Hakuholdo DY Holdings. Coverage: Hakuholdo and Hakuholdo DY Media Partners

Training, Seminars, and Events to Improve Employee Health Literacy

		Fiscal 2022
Times held		6
Number of participants		1,448

Coverage: Hakuholdo and Hakuholdo DY Media Partners

Employment of People with Disabilities

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Employment rate	2.48%	2.54%	2.50%

Coverage: Rate of employment of people with disabilities at Hakuholdo DY Holdings

Stress Checks

		Fiscal 2022
Percentage of employees undergoing stress checks		78.2%

Coverage: Seven major companies in Japan

Percentage of Employees Who Felt They Have Grown from the Previous Year

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Hakuholdo	73.9%	71.6%	—
Hakuholdo DY Media Partners	74.9%	69.0%	—
Hakuholdo and Hakuholdo DY Media Partners	—	—	72.0%

Coverage: Hakuholdo and Hakuholdo DY Media Partners

Various Training and Seminars to Develop Capabilities

		Fiscal 2020	Fiscal 2021	Fiscal 2022
Emergent Management Program: KSP*1	Total participants to date (people)	493	535	618
Growth Action Program: GAP*2	Total participants to date (people)	25	63	110
Seminar on realizing SDG businesses	Number of participants	1,160	1,280	531
For advanced technology and knowledge-sharing training, seminars, and events	Times held	116	141	156
	Number of participants to date	19,822	20,401	26,746
Number of employees who served as in-house lecturers	People to date	1,346	1,403	1,787

Coverage: For KSP, GAP, and seminars on realizing SDG businesses in fiscal 2020 and fiscal 2021, six major companies in Japan; for advanced technology and knowledge-sharing training, seminars, and events in fiscal 2020 and fiscal 2021, four major companies in Japan; for total number of employees who served as in-house lecturers, five major companies in Japan in fiscal 2020 and fiscal 2021, and seven major companies in Japan in fiscal 2022

*1 Management human resource development training targeting the Hakuholdo DY Group

*2 Human resource training for Hakuholdo DY Group employees, centered on people in their 30s

Occupational Safety and Health

Occupational Accident Frequency Rate

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Occupational accident frequency rate	0.0	0.0	0.2

Coverage: For fiscal 2020 and fiscal 2021, Hakuholdo and Hakuholdo DY Media Partners; for fiscal 2022, seven major companies in Japan

Fatalities Due to Occupational Accidents

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Number of fatalities due to work-related accidents	0	0	0

Coverage: For fiscal 2020 and fiscal 2021, Hakuholdo and Hakuholdo DY Media Partners; for fiscal 2022, seven major companies in Japan

Compliance

Training to Enhance Compliance Awareness

		Fiscal 2020	Fiscal 2021	Fiscal 2022
Percentage attendance for training on information security	Rate of attendance	100.0%	100.0%	100.0%
Percentage attendance for training on compliance	Rate of attendance	100.0%	100.0%	100.0%

Coverage: Hakuholdo and Hakuholdo DY Media Partners

Human Resource Development

Investment in Education

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Amount of investment in education to cultivate human resources (billions of yen)	1.68	2.32	2.16
Amount of investment in education to cultivate human resources per employee (thousands of yen per person)	211	277	238
Average annual hours of training per employee (hours per person)	27.5	24.0	19.7
Total interview hours for managing employee targets and developing capabilities (hours)	15,249	15,983	16,045
Annual interview hours per employee (hours per person)	2.3	2.3	1.8

Coverage: For amount of investment in education to cultivate human resources in fiscal 2020 and 2021, six major companies in Japan; for average annual hours of training per employee, total interview hours for managing employee targets and developing capabilities, and annual interview hours per employee, five major companies in Japan in fiscal 2020 and fiscal 2021, and seven major companies in Japan in fiscal 2022