

HakuhodoDY holdings

ESG Data Book 2024

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ESG Data

Environmental Data

Greenhouse Gases

	Target values	Base year (fiscal 2019)	Results for fiscal 2020	Results for fiscal 2021	Results for fiscal 2022	Results for fiscal 2023	Progress in fiscal 2023
Total CO ₂ emissions (tons)	—	41,237	23,480	26,992	24,706	29,784	—
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	7,487	33.0% reduction
Scope 3 CO ₂ emissions (tons)	Reduction of 30% by fiscal 2030	30,063	14,046	17,385	17,747	22,297	25.8% reduction
Introduction of renewable energy	60% by fiscal 2030, 100% by fiscal 2050	0.0%	0.0%	0.0%	1.8%	36.5%	36.5%
Energy conservation (kl)	Reduction of 30%	5,372	4,560	4,652	2,858	3,912	27.2% 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	Results for fiscal 2023	Progress in fiscal 2023
Waste reduction (tons)	Maintain average reduction of 50% or more	486	262	311	228	290	40.3% reduction
Recycling rate	85% or more	82.2%	84.8%	84.6%	79.0%	83.5%	83.5%

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

Water

	Target values	Result for fiscal 2020	Result for fiscal 2021	Result for fiscal 2022	Result for fiscal 2023
Water usage (m ³)	—	280	253	252	237

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 (before integration)*	Hakuholdo, Daiko Advertising, YOMIKO ADVERTISING, IREP, Hakuholdo DY Media Partners, D.A.Consortium
Six major companies in Japan (after integration)*	Hakuholdo, Daiko Advertising, YOMIKO ADVERTISING, Hakuholdo DY ONE (IREP, D.A.Consortium), SoldOut, Hakuholdo DY Media Partners

* IREP and D.A.Consortium merged to form Hakuholdo DY ONE in April 2024. The period covered is as of March 31 of each year, unless otherwise stated.

Governance Data

	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Number of directors (people)	12	9	10	10	10
Of whom, outside directors (people)	3	3	4	4	4
Of whom, independent outside directors (people)	3	3	4	4	4
Percentage of independent outside directors (%)	25%	33%	40%	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 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Full-time employees (people)	23,939	24,775	25,522	27,936	28,894
Temporary employees (people)	10,142	10,793	10,361	11,027	11,061

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	—	—	—	—	46	23	23	1
Percentage	Employees	100.0%	63.9%	36.1%	—	100.0%	62.4%	37.6%	1.9%
	Regular employees	—	—	—	—	91.1%	64.6%	35.4%	1.9%
	Temporary employees	—	—	—	—	8.4%	39.6%	60.4%	2.3%
	Part-time	—	—	—	—	0.5%	50.0%	50.0%	2.2%

		Fiscal 2023			
		Total	Male	Female	Non-Japanese
Number of people	Employees	9,407	5,816	3,591	181
	Regular employees	8,707	5,504	3,203	162
	Temporary employees	637	282	355	18
	Part-time	63	30	33	1
Percentage	Employees	100.0%	61.8%	38.2%	1.9%
	Regular employees	92.6%	63.2%	36.8%	1.9%
	Temporary employees	6.8%	44.3%	55.7%	2.8%
	Part-time	0.7%	47.6%	52.4%	1.6%

Coverage: For fiscal 2021, six major companies in Japan (before integration); for fiscal 2022 and fiscal 2023, six major companies in Japan (after integration). Non-Japanese employee numbers for Daiko Advertising are excluded.

ESG Data

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%	58.2%	41.8%	31.7%	51.9%	48.1%
	30-39	33.2%	66.9%	33.1%	31.9%	61.5%	38.5%
	40-49	24.4%	73.8%	26.2%	20.3%	68.1%	31.9%
	50-59	21.5%	75.8%	24.2%	13.6%	76.2%	23.8%
	60 or older	3.4%	88.9%	11.1%	2.5%	87.1%	12.9%

		Fiscal 2023		
		Total	Male	Female
Number of people	Total	9,407	5,816	3,591
	Up to 30	3,016	1,516	1,500
	30-39	3,027	1,847	1,180
	40-49	1,850	1,277	573
	50-59	1,290	991	299
	60 or older	224	185	39
Percentage	Total	100.0%	61.8%	38.2%
	Up to 30	32.1%	50.3%	49.7%
	30-39	32.2%	61.0%	39.0%
	40-49	19.7%	69.0%	31.0%
	50-59	13.7%	76.8%	23.2%
	60 or older	2.4%	82.6%	17.4%

Coverage: For fiscal 2021, Hakuholdo and Hakuholdo DY Media Partners; for fiscal 2022 and fiscal 2023, six major companies in Japan (after integration)

Number of Employees by Country / Region

		Fiscal 2022			Fiscal 2023		
		Total	Male	Female	Total	Male	Female
Number of people	Total	14,660	8,268	6,392	15,588	8,824	6,764
	Japan	9,101	5,683	3,418	9,407	5,816	3,591
	Asia (excluding Japan)	5,440	2,531	2,909	6,046	2,950	3,096
	Americas	6	3	3	7	1	6
	Europe	90	40	50	106	47	59
	Other	23	11	12	22	10	12
Percentage	Total	100.0%	56.4%	43.6%	100.0%	56.6%	43.4%
	Japan	62.1%	62.4%	37.6%	60.3%	61.8%	38.2%
	Asia (excluding Japan)	37.1%	46.5%	53.5%	38.8%	48.8%	51.2%
	Americas	0.0%	50.0%	50.0%	0.0%	14.3%	85.7%
	Europe	0.6%	44.4%	55.6%	0.7%	44.3%	55.7%
	Other	0.2%	47.8%	52.2%	0.1%	45.5%	54.5%

Coverage: In Japan, six major companies in Japan (after integration); overseas, subsidiaries of Hakuholdo
Period: Overseas, for fiscal 2022, as of April 1, 2022; for fiscal 2023, as of November 30, 2023

Average Age

		Fiscal 2023		
		Average	Male	Female
Hakuholdo		39.0	40.3	35.9
Daiko Advertising		39.4	42.4	36.5
YOMIKO ADVERTISING		39.0	40.0	35.0
Hakuholdo DY Media Partners		38.7	39.8	35.6
D.A.Consortium		31.5	31.9	31.1
IREP		30.4	31.3	29.5
SoldOut		33.2	33.7	32.3

Note: Average years of service of full-time employees

Average Years of Service

		Fiscal 2023		
		Average	Male	Female
Hakuholdo		12.9	14.0	10.1
Daiko Advertising		11.5	13.7	7.1
YOMIKO ADVERTISING		11.0	12.0	8.0
Hakuholdo DY Media Partners		12.4	13.5	9.4
D.A.Consortium		4.2	4.6	3.8
IREP		4.1	4.1	4.2
SoldOut		5.2	5.2	4.9

Note: Average years of service of full-time employees

Gender Pay Gap

		Fiscal 2022			Fiscal 2023		
		Total	Regular employees	Part-time and temporary employees	Total	Regular employees	Part-time and temporary employees
Hakuholdo		70.1%	77.4%	80.0%	70.0%	73.6%	83.2%
Daiko Advertising		72.9%	75.6%	70.2%	72.3%	72.0%	117.9%
YOMIKO ADVERTISING		77.8%	82.5%	76.7%	72.4%	74.7%	109.0%
IREP		74.5%	74.1%	112.8%	73.3%	72.9%	95.0%
Hakuholdo DY Media Partners		67.4%	77.8%	84.0%	68.6%	75.5%	98.5%
D.A.Consortium		78.0%	77.1%	133.5%	78.2%	77.4%	82.8%
SoldOut		73.3%	80.7%	98.1%	72.3%	76.0%	131.7%

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

ESG Data

Number of Officers and Managers

		Fiscal 2022								
		Total			Officers			Managers		
		Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of people	Total	1,431	1,272	159	75	72	3	1,356	1,200	156
	Japan	1,431	1,272	159	75	72	3	1,356	1,200	156
	Asia (excluding Japan)	—	—	—	—	—	—	—	—	—
	Americas	—	—	—	—	—	—	—	—	—
	Europe	—	—	—	—	—	—	—	—	—
	Other	—	—	—	—	—	—	—	—	—
Percentage	Total	100.0%	88.9%	11.1%	100.0%	96.0%	4.0%	100.0%	88.5%	11.5%
	Japan	100.0%	88.9%	11.1%	100.0%	96.0%	4.0%	100.0%	88.5%	11.5%
	Asia (excluding Japan)	—	—	—	—	—	—	—	—	—
	Americas	—	—	—	—	—	—	—	—	—
	Europe	—	—	—	—	—	—	—	—	—
	Other	—	—	—	—	—	—	—	—	—

		Fiscal 2023								
		Total			Officers			Managers		
		Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of people	Total	2,954	2,085	869	321	259	62	2,633	1,826	807
	Japan	1,602	1,401	201	141	132	9	1,461	1,269	192
	Asia (excluding Japan)	1,303	655	648	165	115	50	1,138	540	598
	Americas	2	2	0	2	2	0	0	0	0
	Europe	41	21	20	11	8	3	30	13	17
	Other	6	6	0	2	2	0	4	4	0
Percentage	Total	100.0%	70.6%	29.4%	100.0%	80.7%	19.3%	100.0%	69.4%	30.6%
	Japan	54.2%	87.5%	12.5%	43.9%	93.6%	6.4%	55.5%	86.9%	13.1%
	Asia (excluding Japan)	44.1%	50.3%	49.7%	51.4%	69.7%	30.3%	43.2%	47.5%	52.5%
	Americas	0.1%	100.0%	0.0%	0.6%	100.0%	0.0%	0.0%	0.0%	0.0%
	Europe	1.4%	51.2%	48.8%	3.4%	72.7%	27.3%	1.1%	43.3%	56.7%
	Other	0.2%	100.0%	0.0%	0.6%	100.0%	0.0%	0.2%	100.0%	0.0%

Coverage: In Japan, six major companies in Japan (after integration); overseas, subsidiaries of Hakuholdo Period: Overseas, for fiscal 2022, as of January 23, 2023, and for fiscal 2023, as of November 30, 2023

Note: The number of Officers in Japan includes directors and executive officers. Numbers for Hakuholdo DY Holdings are excluded.

Percentage of Managers Who Are Mid-Career Hires

		Fiscal 2022				Fiscal 2023			
		Total	Male	Female	Non-Japanese	Total	Male	Female	Non-Japanese
Number of people	Total	1,356	1,200	156	8	1,461	1,269	192	10
	Of whom, new graduates	759	676	83	3	842	741	101	4
	Of whom, mid-career hires	597	524	73	5	619	528	91	6
Percentage	Total	100.0%	88.5%	11.5%	0.6%	100.0%	86.9%	13.1%	0.7%
	Of whom, new graduates	56.0%	89.1%	10.9%	0.4%	57.6%	88.0%	12.0%	0.5%
	Of whom, mid-career hires	44.0%	87.8%	12.2%	0.8%	42.4%	85.3%	14.7%	1.0%

Coverage: Six major companies in Japan (after integration). Non-Japanese employee numbers for Daiko Advertising are excluded.

Recruitment and Turnover

New-Graduate Hires

		Fiscal 2020				Fiscal 2021				Fiscal 2022				Fiscal 2023			
		Total	Male	Female	Non-Japanese	Total	Male	Female	Non-Japanese	Total	Male	Female	Non-Japanese	Total	Male	Female	Non-Japanese
Number of people		—	—	—	—	—	—	—	—	464	237	227	14	545	265	280	18
Percentage		100.0%	50.1%	49.9%	—	100.0%	55.0%	45.0%	—	100.0%	51.1%	48.9%	3.0%	100.0%	48.6%	51.4%	3.3%

Coverage: For fiscal 2020 and fiscal 2021, six major companies in Japan (before integration); for fiscal 2022 and fiscal 2023, six major companies in Japan (after integration)

Three-Year Retention Rate for New-Graduate Hires

		Fiscal 2022				Fiscal 2023			
		Average	Male	Female	Non-Japanese	Average	Male	Female	Non-Japanese
Retention rate		74.7%	74.9%	74.6%	66.7%	82.8%	80.7%	85.2%	60.0%

Coverage: Six major companies in Japan (after integration)

Mid-Career Hires

		Fiscal 2022				Fiscal 2023			
		Total	Male	Female	Non-Japanese	Total	Male	Female	Non-Japanese
Mid-Career	Number of people	926	495	431	29	497	253	244	15
	Percentage	100.0%	53.5%	46.5%	3.1%	100.0%	50.9%	49.1%	3.0%

Coverage: Six major companies in Japan (after integration)

Turnover

		Fiscal 2020				Fiscal 2021				Fiscal 2022				Fiscal 2023			
		Average	Male	Female	Non-Japanese	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%	6.7%	6.5%	7.1%	14.2%

Coverage: For fiscal 2020 and fiscal 2021, Hakuholdo and Hakuholdo DY Media Partners; for fiscal 2022 and fiscal 2023, six major companies in Japan (after integration)

Note: Turnover rate data applies to regular employees only.

ESG Data

Workstyle Transformation

Working Hours

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Average total hours worked per person	—	—	2,119	2,045
Average overtime work hours per month	27.1	26.4	47.3	33.5
Reduction in working hours (% year on year)	98.1%	102.9%	99.2%	99.8%

Coverage: Average overtime hours worked per person for fiscal 2020 and fiscal 2021 is for Hakuhold and Hakuhold DY Media Partners. Reduction in working hours for fiscal 2020 and fiscal 2021 is for six major companies in Japan (before integration); for fiscal 2022 and fiscal 2023, six major companies in Japan (after integration).

Paid Vacation Taken

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Days of annual paid vacation taken per person	10.8	10.0	10.6	10.3
Percentage of annual paid vacation taken per person	—	—	56.7%	55.6%
Days of paid vacation taken per person (including special paid vacation)	—	—	18.0	15.1
Percentage of paid vacation taken per person (including special paid vacation)	—	—	56.7%	61.3%

Coverage: For fiscal 2020 and fiscal 2021, six major companies in Japan (before integration); for fiscal 2022, average days and average percentage of annual paid vacation taken per person are for six major companies in Japan (after integration); for fiscal 2022, average days of paid vacation taken (including special paid vacation) are for Hakuhold and Hakuhold DY Media Partners; for fiscal 2023, six major companies in Japan (after integration).

Diversity

Childcare Leave Taken

	Fiscal 2022			Fiscal 2023		
	Total / Average	Male	Female	Total / Average	Male	Female
Number of people taking leave	253	125	128	265	156	109
Rate of leave taken	69.1%	58.7%	83.7%	81.3%	74.3%	94.0%
Days of leave taken	180	20	335	181	30	365
Return rate	96.2%	96.7%	95.6%	97.7%	99.0%	96.4%

Coverage: Six major companies in Japan (after integration)

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: 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)

Nursing Care Leave Taken

		Fiscal 2022	Fiscal 2023
Nursing care-related statutory leave	Number of people taking leave	5	13
Leave other than nursing care-related statutory leave	Number of people taking leave	20	24

Coverage: Six major companies in Japan (after integration)

Employment of People with Disabilities

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Employment rate	2.48%	2.54%	2.50%	2.54%

Coverage: Rate of employment of people with disabilities at Hakuhold DY Group

Health and Productivity Management

Health Examinations

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Percentage of employees receiving health examinations	93.0%	99.8%	98.5%	95.8%
Percentage of employees receiving comprehensive medical examinations	85.0%	84.3%	73.7%	81.0%

Coverage: For fiscal 2020 and fiscal 2021, percentage of employees receiving health examinations is for six major companies in Japan (before integration); for fiscal 2020 and fiscal 2021, percentage of employees receiving comprehensive medical examinations is for Hakuhold only; for fiscal 2022 and fiscal 2023, six major companies in Japan (after integration).

Note: As of March 31

Checkup Championship*

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Number of participants	1,160	1,087	1,049	1,366
Percentage of participants maintaining or improving their health	76.4%	75.0%	74.4%	75.0%

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

Training, Seminars, and Events to Improve Employee Health Literacy

	Fiscal 2022	Fiscal 2023
Times held	6	6
Number of participants	1,448	529

Coverage: Hakuhold and Hakuhold DY Media Partners

Stress Checks

	Fiscal 2022	Fiscal 2023
Percentage of employees undergoing stress checks	78.2%	83.0%

Coverage: Six major companies in Japan (after integration)

ESG Data

Human Resource Development

Investment in Education

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Amount of investment in education to cultivate human resources (billions of yen)	1.68	2.32	2.16	2.42
Amount of investment in education to cultivate human resources per employee (thousands of yen per person)	211	277	238	258
Average annual hours of training per employee (hours per person)	27.5	24.0	19.7	16.9
Total interview hours for managing employee targets and developing capabilities (hours)	15,249	15,983	16,045	17,110
Annual interview hours per employee (hours per person)	2.3	2.3	1.8	2.4

Coverage: For amount of investment in education per employee to cultivate human resources and amount of investment in education to cultivate human resources per person in fiscal 2020 and fiscal 2021, six major companies in Japan (before integration); 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 six major companies in Japan (after integration) in fiscal 2022 and fiscal 2023

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

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Hakuhodo	73.9%	71.6%	—	73.2%
Hakuhodo DY Media Partners	74.9%	69.0%	—	72.5%
Hakuhodo and Hakuhodo DY Media Partners	—	—	72.0%	—

Coverage: Hakuhodo and Hakuhodo DY Media Partners

Various Training and Seminars to Develop Capabilities

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Emergent Management Program: Total participants to date (people)	493	535	618	705
Growth Action Program: Total participants to date (people)	25	63	110	183
Number of employees who served as in-house lecturers	1,346	1,403	1,787	1,779

Coverage: For KSP and GAP in fiscal 2020 and fiscal 2021, six major companies in Japan (before integration); in fiscal 2022 and fiscal 2023, six major companies in Japan (after integration)

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

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

Occupational Safety and Health

Occupational Accident Frequency Rate

	Fiscal 2023
Occupational accident frequency rate	0.13

Coverage: Six major companies in Japan (after integration)

Fatalities Due to Occupational Accidents

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Number of fatalities due to Occupational accidents	0	0	0	0

Coverage: For fiscal 2020 and fiscal 2021, Hakuhodo and Hakuhodo DY Media Partners; for fiscal 2022 and fiscal 2023, six major companies in Japan (after integration)

Compliance

Training to Enhance Compliance Awareness

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Percentage attendance for training on information security	100.0%	100.0%	100.0%	100.0%
Percentage attendance for training on compliance	100.0%	100.0%	100.0%	100.0%

Coverage: Hakuhodo and Hakuhodo DY Media Partners

Number of Whistleblower Reports

	Fiscal 2023
Number of reports to the whistleblower hotline	25

Coverage: Six major companies in Japan (after integration)

Human Rights

Human Rights Due Diligence

	Fiscal 2023
Rate of attendance for human rights training	88.5%

Coverage: Six major companies in Japan (after integration)

Employee Union

	Fiscal 2023
Participation rate	76.2%

Coverage: Of six major companies in Japan (after integration), Group companies that have employee unions

Note: Data for participation rate is from those eligible to participate; form of participation varies by Group company.

GRI Content Index

In disclosing sustainability information, the Group reports with reference to the Global Reporting Initiative (GRI) for the period from April 1, 2023 to March 31, 2024.

Disclosure items		Disclosure locations
GRI 2: General Disclosures 2021		
2-1	Organizational details	<ul style="list-style-type: none"> • Corporate Outline • Group Overview • Subsidiaries and Affiliates
2-2	Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> • Corporate Outline • Group Overview • Subsidiaries and Affiliates • ESG Data Book 2024
2-3	Reporting period, frequency, and contact point	<ul style="list-style-type: none"> • ESG Data Book 2024
2-5	External assurance	<ul style="list-style-type: none"> • CO₂ Emissions Report (in Japanese) • Integrated Report 2024 (Initiatives to Address Climate Change and Other Environmental Issues)
2-6	Activities, value chain, and other business relationships	<ul style="list-style-type: none"> • Medium-Term Business Plan • Integrated Report 2024 (Medium-Term Business Plan)
2-7	Employees	<ul style="list-style-type: none"> • ESG Data Book 2024 (Social Data)
2-9	Governance structure and composition	<ul style="list-style-type: none"> • Corporate Governance • Integrated Report 2024 (Corporate Governance)
2-10	Nomination and selection of the highest governance body	<ul style="list-style-type: none"> • Corporate Governance • Integrated Report 2024 (Corporate Governance)
2-11	Chair of the highest governance body	<ul style="list-style-type: none"> • Corporate Governance • Integrated Report 2024 (Corporate Governance)
2-12	Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> • Sustainability Policy • Integrated Report 2024 (Sustainability at the Hakuodo DY Group)
2-13	Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> • Sustainability Policy • Integrated Report 2024 (Sustainability at the Hakuodo DY Group)
2-14	Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> • Sustainability Policy • Integrated Report 2024 (Sustainability at the Hakuodo DY Group)
2-15	Conflicts of interest	<ul style="list-style-type: none"> • Hakuodo DY Holdings Corporate Governance Guidelines
2-16	Communication of critical concerns	<ul style="list-style-type: none"> • Sustainability Policy • Compliance • Integrated Report 2024 (Compliance)
2-17	Collective knowledge of the highest governance body	<ul style="list-style-type: none"> • Corporate Governance Evaluations of the Board of Directors' Effectiveness • Corporate Profile Directors, Corporate Officers & Auditors • Integrated Report 2024 (Corporate Governance)
2-18	Evaluation of the performance of the highest governance body	<ul style="list-style-type: none"> • Corporate Governance Evaluations of the Board of Directors' Effectiveness • Integrated Report 2024 (Corporate Governance)
2-19	Remuneration policies	<ul style="list-style-type: none"> • Integrated Report 2024 (Corporate Governance)

Disclosure items		Disclosure locations
2-20	Process to determine remuneration	<ul style="list-style-type: none"> • Integrated Report 2024 (Corporate Governance)
2-22	Statement on sustainable development strategy	<ul style="list-style-type: none"> • Integrated Report 2024 (Top Message) • CEO Message on Sustainability
2-23	Policy commitments	<ul style="list-style-type: none"> • Corporate Governance Guidelines · Report • Hakuodo DY Group Environmental Policy • Hakuodo DY Group's Diversity, Equity & Inclusion (DE&I) Policy • The Hakuodo DY Group's Human Rights Policy
2-24	Embedding policy commitments	<ul style="list-style-type: none"> • Corporate Governance Guidelines · Report • Hakuodo DY Group Environmental Policy • Hakuodo DY Group's Diversity, Equity & Inclusion (DE&I) Policy • The Hakuodo DY Group's Human Rights Policy
2-25	Processes to remediate negative impacts	<ul style="list-style-type: none"> • Compliance • Integrated Report 2024 (Compliance)
2-26	Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> • Compliance • Integrated Report 2024 (Compliance)
2-27	Compliance with laws and regulations	<ul style="list-style-type: none"> • Compliance • Integrated Report 2024 (Compliance) • ESG Data Book 2024 (Social Data)
2-28	Membership associations	<ul style="list-style-type: none"> • Sustainability Policy • Environmental Management • External Evaluation
2-29	Approach to stakeholder engagement	<ul style="list-style-type: none"> • Sustainability Policy
2-30	Collective bargaining agreements	<ul style="list-style-type: none"> • ESG Data Book 2024 (Social Data)
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	<ul style="list-style-type: none"> • Materiality & KPIs • Integrated Report 2024 (Materiality)
3-2	List of material topics	<ul style="list-style-type: none"> • Materiality & KPIs • Integrated Report 2024 (Materiality)
3-3	Management of material topics	<ul style="list-style-type: none"> • Materiality & KPIs • Integrated Report 2024 (Materiality)
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> • Annual securities report (in Japanese)
201-2	Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> • Addressing Climate Change and the TCFD • Integrated Report 2024 (Initiatives to Address Climate Change and Other Environmental Issues)
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	<ul style="list-style-type: none"> • Social contribution activities (in Japanese) (Hasso Camp)

GRI Content Index

Disclosure items		Disclosure locations
GRI 205: Anti-corruption 2016		
205-2	Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none"> • Compliance • Integrated Report 2024 (Compliance) • ESG Data Book 2024 (Social Data)
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	<ul style="list-style-type: none"> • Integrated Report 2024 (Compliance)
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	<ul style="list-style-type: none"> • ESG Data Book 2024 (Environmental Data)
302-4	Reduction of energy consumption	<ul style="list-style-type: none"> • ESG Data Book 2024 (Environmental Data)
GRI 303: Water and Effluents 2018		
303-5	Water consumption	<ul style="list-style-type: none"> • ESG Data Book 2024 (Environmental Data)
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> • ESG Data Book 2024 (Environmental Data)
305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> • ESG Data Book 2024 (Environmental Data)
305-3	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> • ESG Data Book 2024 (Environmental Data)
305-5	Reduction of GHG emissions intensity	<ul style="list-style-type: none"> • Addressing Climate Change and the TCFD • Integrated Report 2024 (Initiatives to Address Climate Change and Other Environmental Issues)
GRI 306: Waste 2020		
306-3	Waste generated	<ul style="list-style-type: none"> • ESG Data Book 2024 (Environmental Data)
306-4	Waste diverted from disposal	<ul style="list-style-type: none"> • ESG Data Book 2024 (Environmental Data)
306-5	Waste directed to disposal	<ul style="list-style-type: none"> • ESG Data Book 2024 (Environmental Data)
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	<ul style="list-style-type: none"> • Supply Chain
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	<ul style="list-style-type: none"> • ESG Data Book 2024 (Social Data)
401-3	Parental leave	<ul style="list-style-type: none"> • ESG Data Book 2024 (Social Data)
GRI 402: Labor/Management Relations 2016		
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	<ul style="list-style-type: none"> • Healthy and Sound Workstyles • Integrated Report 2024 (Health and Productivity Management)
403-3	Occupational health services	<ul style="list-style-type: none"> • Healthy and Sound Workstyles • Integrated Report 2024 (Health and Productivity Management)

Disclosure items		Disclosure locations
403-4	Worker participation, consultation, and communication on occupational health and safety	<ul style="list-style-type: none"> • Healthy and Sound Workstyles • Integrated Report 2024 (Health and Productivity Management)
403-5	Worker training on occupational health and safety	<ul style="list-style-type: none"> • ESG Data Book 2024 (Social Data)
403-6	Promotion of worker health	<ul style="list-style-type: none"> • Healthy and Sound Workstyles • Integrated Report 2024 (Health and Productivity Management) • ESG Data Book 2024 (Social Data)
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<ul style="list-style-type: none"> • Healthy and Sound Workstyles • Integrated Report 2024 (Health and Productivity Management)
403-8	Workers covered by an occupational health and safety management system	<ul style="list-style-type: none"> • Healthy and Sound Workstyles • Integrated Report 2024 (Health and Productivity Management)
403-9	Work-related injuries	<ul style="list-style-type: none"> • ESG Data Book 2024 (Social Data)
403-10	Work-related ill health	<ul style="list-style-type: none"> • ESG Data Book 2024 (Social Data)
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	<ul style="list-style-type: none"> • ESG Data Book 2024 (Social Data)
404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> • ESG Data Book 2024 (Social Data)
404-3	Percentage of employees receiving regular performance and career development reviews	<ul style="list-style-type: none"> • ESG Data Book 2024 (Social Data)
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> • Diversity, Equity, and Inclusion • Annual securities report (in Japanese) • Integrated Report 2024 (Sustainability Action at the Hakuhoodo DY Group) • ESG Data Book 2024 (Social Data)
405-2	Ratio of basic salary and remuneration of women to men	<ul style="list-style-type: none"> • Annual securities report (in Japanese) • ESG Data Book 2024 (Social Data)
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> • Integrated Report 2024 (Sustainability Action at the Hakuhoodo DY Group)
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	<ul style="list-style-type: none"> • Supply Chain

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