

Fostering Ethical Culture in a Decentralized and Rapidly Transforming Global Organization

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Objectives

- Gain insight on what works and what doesn't work in a rapidly changing organization
- Learn the approach our company uses to meet the challenge
- Hear about the tools we use on our journey to foster an ethical culture

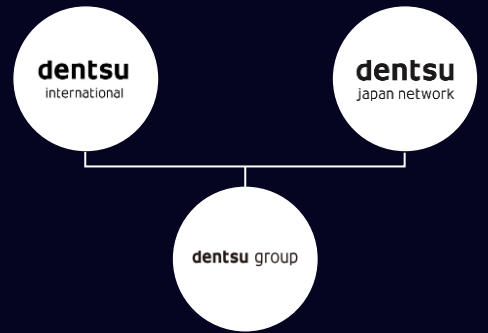
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About dentsu international

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We strive to be a force for good, to create truly sustainable value – for the organizations we work with and in the lives of millions.



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45,000+ people



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95 of the world's top 100 advertisers are our clients



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About the Ethics & Compliance team



What makes our program complicated

- Decentralized management
- Operations in a vast number of countries
- Growth by acquisition (130+ in 10 years)
- Strong founder-led cultures from acquired entities
- Lack of common platforms
- Unregulated industry with perceived history of lax compliance
- Industry with traditionally high employee turnover

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What didn't work historically

- Global messages from HQ were ignored
- Relying on cascading messages
- Not translating global policies / phased rollouts
- Lack of consistent consequences to wrongdoing
- Positioning of the E&C office as process or administratively focused

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What works today

- Centralized vs. localized functions
- Dedicated ethics & compliance resources in-country
- Relationships with business leaders
- Enforcement of consequences
- Close collaboration with other functions e.g. audit, HR, DEI, finance

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How our company meets the challenge

- Company value statements
- Global CEO sets the tone and is a visible champion
- Willingness of leadership to make tough decisions
- Strong and influential Legal & Compliance team

Global Leadership Meeting
September 22, 2021



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Useful tools / tactics from the E&C team

- Onboarding training (online and live)
- Consequences for not completing training
- Global disciplinary guidelines
- Strategic attendance/use of leadership meetings
- Ethical leadership workshops
- Use of investigations as teachable moments
- Share vision statement often
- Leverage client requirements
- Speak up policy and platform – with strong follow through
- Reporting tools – e.g. for gifts & hospitality and conflicts of interest
- Audit report findings
- Employee engagement survey
- Relationships, relationships, relationships

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More tools to deploy in our journey

- Embedding in the development of controls environment
 - Fostering compliance at the point of transaction
- Embedding in business processes
 - In pitches – proactively tout our ethical values, integrity and E&C program
 - Onboarding of suppliers and business partners
- Embedding in employee lifecycle touchpoints
 - Recruitment, especially in leadership ranks
 - Promotions
 - Performance reviews
 - Leadership development programs
 - Weighing in on nominations
 - Ethical leadership educational content/case studies
 - Training at promotions

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Parting words

Understand it's a journey. Wherever you are today, just focus on building momentum.

Don't go it alone – find allies!

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Thank you

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