



The Dentsu Aegis Network Code of Conduct helps our employees understand and live our values in the context of their work duties so that we may uphold the highest standards of behaviour.

This Code defines the behaviour that is expected of each of us, what colleagues can expect of one another, and how we are expected to behave towards clients, stakeholders, and other third parties related to our business. We have an individual and collective responsibility to ensure adherence to this Code and to comply with all of the laws, regulations and internal policies in the markets where we operate. Everyone working for, or on behalf of, Dentsu Aegis Network is required to behave in accordance with this Code.

How we must act towards each other

- First and foremost, Dentsu Aegis Network's values embody what we stand for, and inform the expectations around our day-to-day behaviour in the workplace.
- We treat each other with respect and do not tolerate harassment, bullying, abuse or other offensive behaviour in the work-place.
- We are an equal opportunity employer and never discriminate on the basis of age, gender, race, religion, national origin, sexual orientation, disability, or any other classification protected by applicable law.
- We provide a safe and healthy working environment for all our employees, where accidents, injuries or unsafe working conditions must be reported promptly so that we can take appropriate action.
- We process and protect employee data in compliance with applicable laws.
- We behave professionally and responsibly when representing our company or our clients, be it in the workplace or at external work events.
- Alcohol consumption at work functions or with colleagues is controlled and responsible, and we do not allow the use of drugs that are either unlawful or that might impact work duties in an impermissible manner.
- We follow all applicable internal policies and procedures, including all those which are necessary for Dentsu Aegis Network to comply with legal and regulatory requirements.

How we must act towards our clients and suppliers

- We strive to build long-term relationships with our clients and protect their interests by being professional, diligent and accountable.
- We treat our suppliers fairly and ensure that only companies that meet our standards are part of our supply chain.
- We operate in accordance with principles of fair and lawful competition.
- We treat all commercially-sensitive information related to our clients and suppliers securely and confidentially.
- We only ever use personal data for legitimate purposes and in compliance with all laws, regulations and industry standards.



How we must act towards our clients and suppliers cont.

- In dealing with any third party we have a zero-tolerance approach to bribery in any form, whether directly or through an intermediary.
- We neither offer nor accept gifts, entertainment or hospitality that are inappropriate, are more than the value set by our internal policies, or that may cause any person to improperly perform their duties.

How we must act towards our shareholders and other stakeholders

- We operate according to established principles of good governance.
- We respect all local and international laws and relevant industry codes.
- Our record-keeping and financial reporting are honest and accurate.
- We take measures to prevent fraud and money laundering in the operations of our business.
- We never engage in share transactions on the basis of insider information, nor provide information for others to do so.
- We never take advantage of personal investment or corporate opportunities available as a result of employment, nor engage in activities that conflict with the interests of any company that is part of Dentsu Aegis Network.

How we must act towards our communities

- We are dedicated to having a positive impact on the communities in which we operate.
- We engage in regular Social Impact activities and support initiatives to promote greater social and environmental responsibility among our employees, clients and suppliers.
- We aim for the highest standard of sustainable business practices and environmental protection, acting in accordance with statutory and international standards.

Upholding the highest standards

- We expect our employees to raise any concerns or suspicions of wrongdoing, including a potential breach of this Code and/or other internal policies. There are a number of ways to raise such matters, including with line managers, members of our Human Resources, Legal, or Ethics & Compliance teams, or by using the external Speak Up hotline.
- We have a fair and consistent process to investigate incidents or concerns, which ensures that all relevant information is appropriately considered.
- Violation of the standards described in this Code may result in disciplinary action, up to and including termination of employment.