

PEOPLE PLANET CLIENTS COMMUNITIES



SUSTAINABILITY
REPORT 2023

OUR VISION

To be the most creative
company in the world

OUR PURPOSE

We use the power of creativity to
build better futures for our people,
planet, clients and communities

Our sustainability strategy

Our sustainability strategy
sets out how we use the
power of creativity
to build better futures

→ See more on page 4



PEOPLE

Become the
employer
of choice for all



PLANET

Maximise our
positive impact
on the planet



CLIENTS

Enable our
clients on their
sustainability
journeys



COMMUNITIES

Use the power
of our creativity
and voice to
support healthy,
vibrant
communities

ABOUT THIS REPORT

AI COVER ART

Our cover artwork – reflecting the reshaping of the landscape by technology – was produced by our in-house creative technologists in collaboration with engineers at NVIDIA. The imagery is an evolution of the WPP brand identity, combining high-fidelity 3D models in NVIDIA Omniverse™ with generative AI using our proprietary AI production studio on WPP Open

DIGITAL

Additional disclosures including the Independent Limited Assurance Statement, Sustainability Reporting Standards Index and a downloadable Metrics Summary can be found at wpp.com/sustainabilityreport2023

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Download our 2023 Annual Report to find out more about:

- Our corporate strategy
- Business model
- Principal risks and how they are managed
- Task Force on Climate-related Financial Disclosures (TCFD) statement
- Carbon emissions statement



This icon denotes that more information is available either within this Sustainability Report, or online at wpp.com. Narrative provided beside the icon provides specific details of where further information can be found



Selected metrics marked with this symbol have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ending 31 December 2023. For PwC's 2023 Limited Assurance Report and the WPP Sustainability Reporting Criteria 2023, see wpp.com/sustainabilityreport2023

CHIEF EXECUTIVE'S STATEMENT



THE WORK WE DO FOR OUR CLIENTS PROVIDES A REAL OPPORTUNITY TO BRING ABOUT POSITIVE CHANGE "

Mark Read
Chief Executive Officer

For WPP, sustainability is an integral part of how we do business. It's not an add-on or a separate initiative. We define our purpose as using the power of creativity to build better futures for our people, planet, clients and communities. This report sets out how we are working to deliver on that purpose.

In 2023 a record number of our people – more than 83,000 – participated in our annual All In employee survey. Career growth was their number one priority, and over the last year we continued to invest in equipping our people with the future-facing skills they need for success in the modern world of marketing.

Our Future Readiness Academies are a global, on-demand online learning programme offering courses in areas from martech and customer experience to commerce and influencer marketing. To date, 12,500 people have completed nearly 50,000 lessons.

We recently added a new module – Demystifying Data & AI – to help anyone in WPP understand and navigate the latest trends and technologies in these critical and fast-evolving fields, and to inspire our people about their potential.

We have been providing AI training for our people since 2019. Our AI Toolkit offers guidance to all WPP agencies on topics from IP to deep fakes. And our Generative AI Principles, supported by training, help our people identify and manage the key legal, ethical and privacy risks.

As AI is adopted more widely in the world, the risk of deep fakes and misinformation is on the rise, fuelling cynicism, polarisation and mistrust in an ever more complex geopolitical landscape. To help clients navigate this complexity, our media investment business GroupM published guides on topics ranging

from political advertising to marketing to children to brand safety in gaming. We also provided clients with access to high-quality ad environments on sites vetted against standards of responsible journalism through GroupM's Back to News initiative, rolled out across 20 markets.

Public scepticism extends to brands' environmental claims too. Our agencies are required to follow rigorous standards of honesty and integrity in our work. In 2023 we launched a client version of our internal Green Claims Guide to help brands make effective, accurate statements in relation to their sustainability credentials, initiatives and goals.

Within WPP, we continue to make progress towards our own carbon reduction targets. In 2023, we reduced absolute CO₂e emissions across our own operations (Scope 1 and 2) by 18% year-on-year and by 76% since our 2019 baseline. We aim to reduce emissions by 84% by 2025. We've also set ourselves the ambitious target to halve our Scope 3 emissions by 2030, including emissions from media buying – half of our total carbon footprint and an industry first.

These targets are driving innovation. Hogarth is investing in generative AI and virtual production, meeting client demand for technology- and AI-driven capabilities while reducing the time, expense and carbon costs of traditional production methods. GroupM's new omnichannel media carbon calculator helps clients factor channel-level emissions data into their media planning for the first time.

The work we do for our clients provides a real opportunity to bring about positive change too. In 2023 this ranged from challenging toxic beauty standards with Dove and combatting clothing waste with eBay to

helping make oral healthcare accessible to all through Landor's innovative {access}ories. You can read more examples of our work throughout this report.

We can also use our influence and skills to support the communities in which we live and work. Through our Racial Equity Programme we have invested \$21.1 million in initiatives within and beyond our business to help fight racial injustice and support Black and ethnically marginalised talent. Our Detroit Experience Studio, funded through the programme, aims to break down barriers preventing Black creatives from entering the industry. In the UK, our Creative Data School, run in partnership with leading non-profit and educational organisations, has taught more than 6,000 young people essential technical skills to build their confidence in data and AI.

Initiatives such as these reflect our philosophy, and our counsel to clients, that words should, wherever possible, be backed by action. As environmental, social and governance (ESG) matters attract ever greater attention from stakeholders, the need for advice from trusted partners like WPP will only grow. We will continue to support our clients on their sustainability journeys while meeting our own responsibilities to work towards a more sustainable and equitable future.

As you can see, we are embracing sustainability across the business. Our belief is that it is good for WPP. It helps us to attract the best people, support our clients and contribute to society. We're proud of what we have achieved in 2023, and will continue to deliver on our purpose in 2024.

Mark Read
Chief Executive Officer

ABOUT US

WPP is the creative transformation company

WHAT WE DO

> We provide marketing communications services that help brands grow and transform their businesses

Our work spans the full marketing spectrum, from advertising campaigns, social media management and influencer marketing to commerce solutions, app development, CRM implementation and more

CREATIVE

Create scalable ideas and experiences that bring to life brands and their relationships with customers

MEDIA

Connect brands to consumers across the full range of media channels and platforms

PR

Manage reputation and communication with key stakeholders

SPECIALIST

Branding, design and other specialist services

OUR AGENCIES

> **6** key networks, representing close to 90% of WPP¹

→ See more in our 2023 Annual Report



The world's largest creative agency²



A leading ideas and innovation agency



A leading global creative agency



HOGARTH

The world's largest production agency



The world's largest media investment business



A top 2 global PR firm³

OUR BUSINESS CONTEXT

> **PEOPLE**
114,000
dedicated and talented people across the globe

CLIENTS
303
of the Fortune Global 500 are WPP clients, reflecting demand for our services among the world's leading companies

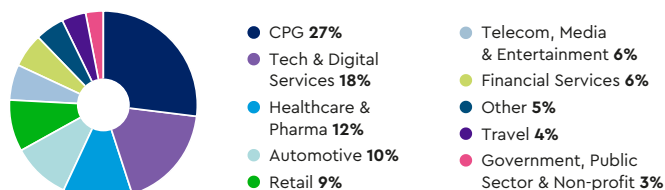
COUNTRIES
100+
countries in our global network

REVENUE
£11.9bn
revenue less pass-through costs

2023 REVENUE BY REGION



CLIENT SECTOR DISTRIBUTION OF REVENUE LESS PASS-THROUGH COSTS (2023)



¹ Share of revenue less pass-through costs

² In October 2023 WPP announced the merger of Wunderman Thompson and VML&R to form VML, which was effective in January 2024

³ In January 2024 WPP announced the merger of BCW and Hill & Knowlton to create Burson, which is effective in July 2024

SUSTAINABILITY AND OUR STRATEGY

Our sustainability strategy sets out how we use the power of creativity to build better futures for our people, planet, clients and communities

Our sustainability commitments support our corporate strategy and help us navigate a dynamic social and economic landscape, responding to evolving stakeholder expectations and shaping our contribution to the world around us. They add focus and meaning for our people, who want to work for a company that shares their values, and our clients, who look to us to help them find and scale solutions to achieve their goals and deliver positive impact.

WPP IS THE CREATIVE TRANSFORMATION COMPANY

We aim to build better futures for our people, planet, clients and communities through the four pillars of our sustainability strategy

	WHY	HOW	PROGRESS
<p>PEOPLE</p> <p>Become the employer of choice for all</p>  <p>→ See more from page 7</p>	<p>To foster exceptional and diverse talent and equip our people with the knowledge and capability to creatively tackle some of society's biggest challenges</p>	<ul style="list-style-type: none"> - Build a culture where everyone is treated with dignity and respect - Ensure an inclusive working environment with fair representation - Grow sustainability skills and knowledge across our industry 	<ul style="list-style-type: none"> - 41% of executive leaders are women¹ (2022: 40%) - 53% of senior managers are women (2022: 54%) - 22% of senior and executive managers in the US, our largest market, are non-white (2022: 22%) - 14% increase in employee participation in our annual All In staff survey - Inclusion as a Skill training rolled out to all employees worldwide
<p>PLANET</p> <p>Maximise our positive impact on the planet</p>  <p>→ See more from page 17</p>	<p>To decouple our emissions from growth and lead the industry to decarbonise</p>	<ul style="list-style-type: none"> - Develop common carbon metrics across our industry - Build campuses that make a positive contribution to local communities - Reach net zero across our supply chain by 2030 	<ul style="list-style-type: none"> - 76% absolute reduction in tCO₂e emissions (Scope 1 and 2) since our 2019 baseline and 18% year-on-year - 0.19 tCO₂e emissions per person from direct operations (Scope 1 and 2), a 17% reduction year-on-year and 77% since our 2019 baseline (2022: 0.23 tCO₂e²) - 88% of electricity sourced from renewable sources (2022: 83%) - GroupM's coalition of leading advertisers – representing \$10 billion in global advertising investment – to accelerate decarbonisation of the world's media supply
<p>CLIENTS</p> <p>Enable our clients on their sustainability journeys</p>  <p>→ See more from page 27</p>	<p>To support progress towards a sustainable and inclusive economy where our clients thrive</p>	<ul style="list-style-type: none"> - Ensure fairness and high privacy and data ethics standards in our work - Ensure our client work is inclusive and accessible - Support our clients as they deliver their emissions reduction and wider sustainability goals 	<ul style="list-style-type: none"> - 8.0 out of 10 from clients for our ability to support their sustainability goals (new in 2023) and 8.3 for our ability to support their diversity, equity and inclusion goals (2022: 8.2) - 82% of top 50 clients have set or committed to set science-based carbon reduction targets (2022: 78%) - Client version of Green Claims Guide launched with targeted training for clients in potentially higher-risk and higher-emissions sectors
<p>COMMUNITIES</p> <p>Use the power of our creativity and voice to support healthy, vibrant communities</p>  <p>→ See more from page 35</p>	<p>To build a resilient global society where consumers and communities alike are included and empowered</p>	<ul style="list-style-type: none"> - Buy responsibly and build a diverse supplier network - Advance equity and inclusion through our work, external partnerships and initiatives - Work with partners, social enterprises and clients to drive sustainability 	<ul style="list-style-type: none"> - \$21.1m invested in inclusion programmes since 2020 as part of our commitment to invest \$30m in racial equity - £36.1m total social contribution, taking into account cash donations, pro bono work, in kind contributions, free media space and racial equity initiatives (2022: £35.5m) - £205,000 donated to disaster relief through employee donations matched by WPP

¹ Executive leadership roles are defined as the agency board and executive leadership population as reported through WPP's financial reporting system

² 2022 energy metric restated in line with the procedures set out in the WPP Sustainability Reporting Criteria 2023. For details of the nature and impact of the restatement, see page 61

⊙ Indicates the selected metrics have been subject to independent limited assurance procedures by PricewaterhouseCoopers for the year ending 31 December 2023. For PwC's 2023 Limited Assurance report and the WPP Sustainability Reporting Criteria 2023, see our 2023 Sustainability Report at wpp.com/sustainabilityreport2023

SUSTAINABILITY COMMITTEE CHAIR STATEMENT



KEITH WEED CBE
CHAIR OF THE
SUSTAINABILITY COMMITTEE

DEAR SHAREHOLDER

As the Chair of the Committee, I am pleased to present the Committee's 2023 report.

In 2023, we continued to place increased focus on sustainability for the Board and the Company, monitoring sustainability performance as we strive to meet the expectations of our stakeholders while also ensuring we manage our risks and take advantage of opportunities.

Our committee members bring with them a wide range of sustainability expertise, including marketing, technology, sustainable business and international development, from senior positions in business and non-governmental organisations. Several are also active members of Chapter Zero, an online community that aims to empower non-executive directors to lead crucial UK boardroom discussions on the impacts of climate change.

The effects of inflation, social inequality, climate-related disasters, geopolitical instability, political division and rising polarisation continue to drive a focus on environmental, social and governance (ESG) matters. Businesses face rising pressure to drive down emissions, transform market demand for low-emissions goods and services, and inspire consumer behaviour change. This presents significant risks and opportunities for our business and our clients.

The Committee received updates on a wide range of topics throughout the year, ranging from the launch of a client version of our Green Claims Guide and continued work to equip our people on making effective environmental claims that are not misleading (see page 32), to regular updates on progress against our commitment to phase out single-use plastics across our offices (see page 25).

During the year the Committee, along with the Audit Committee, paid careful attention to developing ESG regulation, including the implementation of ESG reporting frameworks. In 2024, we will receive regular updates as WPP conducts a formal double materiality assessment in line with the requirements of the European Corporate Sustainability Reporting Directive, and reviews ESG metrics and disclosures. As referenced in the Audit Committee Report (2023 Annual Report, from page 130), certain meetings of the Committee have been partially combined with Audit Committee meetings from 2024 in order to streamline review and assurance processes.

CLIMATE CRISIS

We received regular in-depth progress reviews on WPP's ambitious near-term carbon reduction targets. The Planet section on pages 17 to 26 of this report sets out the Company's net zero commitments and performance. In March, we received an update on GroupM's media decarbonisation programme (see page 24) and in July the Committee discussed supply chain decarbonisation as part of a review of WPP's responsible procurement strategy (see page 45). In December the Committee conducted its annual review of climate-related risks and opportunities.

Throughout the year, we supported management in the development of WPP's first formal Transition Plan, which outlines decarbonisation roadmaps across the six most material emissions hotspots, detailed on page 23, and explores the contribution WPP can make towards an orderly and just transition. Monitoring progress and continued improvement in data quality and disclosures remain a firm priority for us.

HEALTH, SAFETY AND WELLBEING

We assist the Board in oversight of health and safety-related matters. The annual All In employee survey showed that mental health and wellbeing is a priority for our people. During the year, we received updates on the Company's continued investment in initiatives including our Mental Health Allies programme, which encourages open conversations about mental health in the workplace and guides people to help and resources (see page 15). Mental health and wellbeing will continue to be prioritised by management in 2024.

We continue to monitor how well prepared WPP agencies and people are to recognise and respond to existing and emerging disruptive events, including the social and economic impacts of climate change. In 2023, this included an update on WPP's Crisis Management & Business Resilience (CMBR) unit. CMBR provides training and support to the business on topics from threat analysis to business continuity management to critical incident response. We welcomed the increased focus on analysing and understanding the potential for disruption as a result of climate, geopolitical, health and crime impacts on business services.

SUSTAINABILITY COMMITTEE CHAIR STATEMENT CONTINUED

Committee members

- Keith Weed CBE (Chair)
- Angela Ahrendts DBE
- Jasmine Whitbread
- Dr. Ya-Qin Zhang

Regular attendees include the Chief Executive Officer, Chief Financial Officer, Group Chief Counsel, Chief People Officer, Chief Sustainability Officer and Director of Communications and Corporate Affairs.

The Company Secretary is Secretary to the Committee and attends all meetings.

Key responsibilities:

- Understanding the sustainability risks and opportunities for WPP
- Assisting the Board in its oversight of corporate responsibility, sustainability, health and safety and associated reputation matters, taking into account WPP's purpose, strategy and culture
- Assessing the Company's current sustainability footprint, reviewing sustainability targets and commitments and materiality
- Reviewing and considering WPP's Net Zero Transition Plan, Modern Slavery Statement and sustainability-related policies, including the Environment Policy, for approval by the Board

Attendance at Committee meetings during the year can be found on page 123 of our 2023 Annual Report.

Throughout the year, the Committee, alongside the Board, received updates on WPP's response to disasters including the devastating earthquakes in Turkey and Syria in February and in Morocco in September. In each case, WPP provided support for employees directly or indirectly affected, including through the Employee Assistance Programme (see page 15). Employees also gave generously to disaster relief appeals, which WPP matched. Further details can be found on page 38.


ENGAGEMENT

We continue to support management's engagement strategy on sustainability. Employee engagement remains a high priority and this report highlights a number of initiatives, from building ESG capability and encouraging volunteering (see page 38) to Employee Community Groups, which provide a system of support for our people with a shared identity or experience (see page 11). In January 2023, a sustainability-focused CEO townhall attracted an audience of over 8,500.

On a personal note, during the year, I enjoyed attending our India People Forum and visiting a school supported by the WPP India Foundation, as well as engaging with investors on ESG topics. I look forward to continued dialogue in 2024.

TRANSPARENCY

Measuring and monitoring sustainability KPIs is critical to delivering against our sustainability strategy and targets. Progress against our strategy also relies on accountability. Diversity, equity and inclusion goals are included in our incentive plans for senior executives, and we have also included carbon-reduction targets in incentive plans for Executive Directors from 2021.

Throughout this report, selected content highlighted with the symbol  was subject to independent limited assurance procedures by PwC for the year ended 31 December 2023.

➔ For the details and results of the limited assurance, see wpp.com/sustainabilityreport2023

In May 2023 PwC presented its second management report to the Committee. The Sustainability Governance and Management section of this report on pages 42 and 43 outlines work undertaken during the year to strengthen data quality, including new ESG data controls, training and work to centralise data. Management provides regular progress updates to the Committee throughout the year.

The Committee will continue to monitor sustainability KPIs to ensure that the Company is making progress against its external commitments and effectively managing sustainability risks and opportunities.

TERMS OF REFERENCE

The Committee's terms of reference are reviewed annually by the Committee and adopted by the Board, most recently on 31 January 2024.


➔ A copy of the Committee's terms of reference is available at wpp.com/investors/corporate-governance

I would like to thank the members of the Committee and the management team for their commitment throughout the year, and look forward to continuing our work in 2024.

Keith Weed
Chair of the
Sustainability Committee
21 March 2024

DIRECTORS' STATEMENT ON WPP PLC'S SELECTED ESG PERFORMANCE METRICS

The directors of WPP plc are solely responsible for the preparation and presentation of this 2023 Sustainability Report, including this Director's Statement. We confirm, to the best of our knowledge and belief, that we have responsibility for:

- establishing fair, balanced and understandable reporting criteria for preparing and presenting the non-financial information
- preparing and reporting the selected metrics marked with the symbol  have been prepared in accordance with the WPP Sustainability Reporting Criteria 2023, available at wpp.com/sustainabilityreport2023

21 March 2024



PEOPLE

It's our ambition to unleash
the potential of every
individual across WPP

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Unlock long-term careers Includes reward and remuneration	9
Diversity, equity and inclusion Includes age, gender and ethnicity disclosures	11
Employee engagement Includes Board engagement and labour relations	14
Health, safety and wellbeing	15

{ACCESS}ORIES

One size fits one

OFFER
BRAND-LED INNOVATION

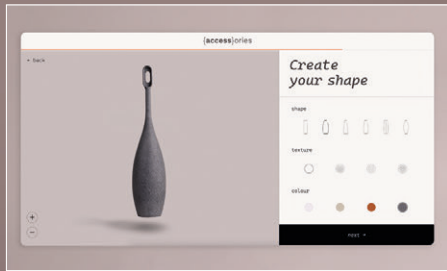
AGENCY
LANDOR, WORLDWIDE

THE QUESTION

We spend 113,760 minutes of our lives brushing our teeth. For the 360 million people living with dexterity challenges worldwide, this activity can be a daily pain. Could we help rapidly solve this challenge?



Scan the QR code



THE ANSWER

Landor created {access}ories, a new standard for accessible design, using transformative innovations in oral care design, technology and manufacturing to make oral health accessible to all, now.

{access}ories are adaptive add-ons that can be applied to any electric or manual toothbrush to make it both accessible and desirable. People personalise their handles through an easy-to-use digital platform that iterates and refines solutions for each individual. With three different dimensions across six handle shapes and over 500 variants, the interface accommodates the many different dexterity challenges, making {access}ories a truly one-size-fits-one solution.

By producing {access}ories with 3D printing technology, Landor challenged typical manufacturing processes to provide essential solutions by designing on demand.

THE IMPACT

TIME Magazine named {access}ories as one of the best inventions of 2023.



THIS PROJECT HAS GREAT POTENTIAL FOR DESIRABLE ORAL CARE, IMPROVING THE DAY-TO-DAY LIVES OF ANYONE LIVING WITH ARTHRITIS OR SIMILAR CHALLENGES"

Arthritis Action



PEOPLE

Our lifeblood

Our people are the key to our success. That's why we have bold objectives to attract, engage and develop the best in the industry, with a strong emphasis on diversity, equity and inclusion.

UNLOCK LONG-TERM CAREERS

Over the course of 2023 we invested £27.9 million (2022: £31.3 million) in learning and development opportunities to help our people thrive.

34,000+

employee accreditations and certifications from technology partners including Adobe, Google, Meta, Microsoft and TikTok (2022: 33,000+)

Our Future Readiness Academies, a first-of-its-kind, global learning programme, are designed to help everyone across WPP develop the skills and knowledge they need to embrace the digital future. In 2023, we added a Demystifying Data & AI Academy, developed by WPP experts in partnership with Circus Street and the Open Data Institute. To date, 12,500 employees around the world have completed nearly 50,000 lessons. In 2024, we will add a Sustainability Academy.

We continue to invest in our leadership through global programmes including Maestro, an immersive programme to help senior leaders hone their skills. We also run Walk the Talk, which has helped more than 3,000 of our female leaders develop their confidence and accelerate their careers.

In 2023, we piloted a new AI-driven platform, Career Pathways, offering users personalised guidance, recommending career journeys and development activities unique to them. We piloted it in Wunderman Thompson North America, where 2,500 people signed up in the first three months.

Company-wide, individual needs are assessed during a formal appraisal process, and after training we follow up to assess effectiveness and whether it helped improve performance.

We rolled out new tools and technology to facilitate regular 'career conversations' throughout the organisation, enabling our people to articulate their career aspirations, goals and challenges, while managers offer guidance, feedback and support. These serve as a catalyst for building a resilient and thriving workforce, promoting a culture of continuous learning and development.



AS OUR MOST VALUABLE ASSET, INVESTING IN OUR PEOPLE IS KEY TO OUR SUCCESS"

Lindsay Pattison
Chief People Officer, WPP

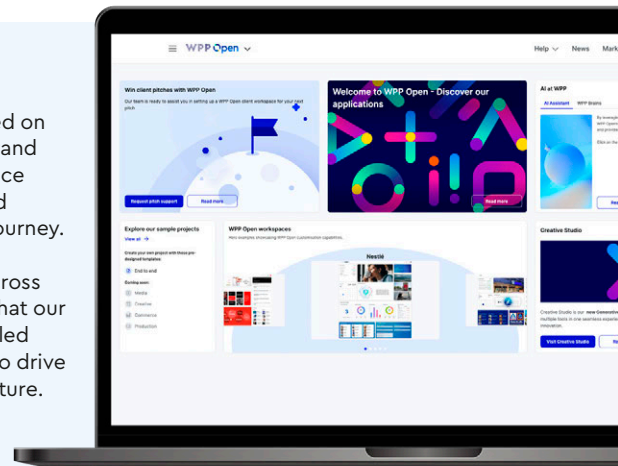
LOOKING AHEAD TO AN AI-ENHANCED FUTURE

Our AI-powered marketing operating system, WPP Open, is already being used by more than 30,000 people across WPP.

Within WPP Open is a variety of studios, offering our people a range of AI-powered capabilities – workflows, tools and prompt engineering – across creative, production, media, commerce, experience and PR.

WPP Brains are bespoke models trained on individual brands' tone of voice and brand elements. They help our people produce brand-specific, accurate, differentiated content at every step of the creative journey.

The organic adoption of WPP Open across the organisation is a strong indicator that our people's curiosity and creativity, coupled with the potential of AI, will continue to drive extraordinary work for clients in the future.



PEOPLE CONTINUED

SUSTAINABILITY TRAINING

We continue to equip our people with the skills and confidence they need to support delivery of our sustainability strategy, adopt ways of working that are sustainable by design, and meet growing client demand for credible sustainability communications.

Our membership of the UN Global Compact gives our teams access to training, on-demand content and live learning on the UN Sustainable Development Goals in multiple languages, on topics including business and climate, gender, water and nature.

In 2023, we expanded our Green Claims training across Europe, the US and Asia Pacific, to support implementation of our Green Claims Guide and Principles. The training equips our people with principles and practical tips for making effective green claims and avoiding misleading consumers. We also offer this training to clients, on demand.

To continue to embed our net zero commitments, we rolled out training and resources across WPP including: sustainability reporting training for finance and risk teams; a 'Sustainable by Design' masterclass; a toolkit on website decarbonisation to showcase WPP capability and best practice; and a post-COP28 action session with Hill & Knowlton. Our monthly global campus Green Team meet-ups also provide a regular opportunity for sustainability upskilling, showcasing WPP's capability and best practice for those driving change across WPP.

And we continue to offer training through programmes including AdGreen, an initiative to unite the advertising industry in eliminating the negative environmental impacts of production (see page 31).

ATTRACT AND RETAIN TALENT

We are committed to attracting and retaining the brightest and best in our industry.

An important objective is to unlock opportunities for our people both in their own agencies and across the global network, so they can pursue exciting careers within WPP and benefit from our global scale and diverse capabilities.

Career Explorer, our online jobs platform, unlocks the value of being part of a global network, showcasing open roles and encouraging employees to discover growth and mobility opportunities across WPP.

We ensure our leaders have opportunities across the network and across disciplines, providing experiences that build the professional skills and personal qualities needed to become excellent leaders.

In 2023, 80 senior leaders completed an extensive assessment and development programme, yielding data-driven insights into motivation for future roles, individual and team strengths and areas for development. The findings informed the framework for succession planning for senior executives and other key roles.

In 2023 we appointed Jane Geraghty as Chief Client Officer. Jane was previously CEO at Landor, and brings with her 30 years of international marketing, brand and commerce experience. Lindsay Pattison, previously Chief Client Officer, was appointed Chief People Officer and Andrew Scott, Chief Operating Officer, was appointed an Executive Director of the Board. Corey duBrowa, formerly Vice President of Global Communications and Public Affairs at Google and Alphabet, was announced as CEO of BCW (now Burson) in May.

COMMON PLATFORMS FOR OUR PEOPLE

We are introducing intuitive self-service tools and cutting-edge people management software that leverages AI to match employee skills to client needs and career progression aspirations.

We're inviting all our people to join WPP Open, our AI-powered marketing operating system, that provides access to a set of best-in-class solutions and enables greater collaboration across agencies for our clients' benefit (see page 9).

REWARD AND REMUNERATION

The competition for talented people in our industry is fierce. To win, we need to offer attractive remuneration and benefits alongside rewarding work with opportunities to learn and develop.

We consult our employees about our remuneration policies.

Benefits vary by market, and typically include retirement savings plans, health and wellness programmes, employee assistance schemes and life assurance. We continue to harmonise our benefits across WPP.

We continue to develop our benefits programmes to make them more inclusive, including enhanced fertility, surrogacy and adoption cover in the US and improvements to LGBTQ+ partner and spouse cover in China, India, Philippines, Singapore and Thailand.

EXECUTIVE PAY

Executive pay is set in accordance with our Directors' Compensation Policy and the UK Corporate Governance Code. The Policy, which was approved by shareholders at the 2023 AGM, remains in place and is designed to attract and retain the best available talent and incentivise Directors to deliver growth, creativity and outstanding performance, thereby producing long-term value for shareholders.

43,500
employees eligible for WPP
stock option plans
(2022: 43,500)

The Policy is underpinned by a pay-for-performance philosophy, where performance is determined based on a mix of financial and non-financial metrics. Diversity, equity and inclusion goals continue to make up part of senior executives' balanced scorecards, and Executive Directors are assessed against their progress on carbon-reduction targets.

➔ For information on compensation, including the CEO pay ratio, see Compensation Committee Report from page 139 of our 2023 Annual Report

DIVERSITY, EQUITY AND INCLUSION

We aim to create a workplace that is reflective of the diverse communities in which we live and work. We believe diversity, in all forms, fuels creativity and business growth.

SUPPORT DIVERSE TALENT

We are committed to ensuring equitable opportunity across WPP.

To diversify our talent pipeline, we removed barriers such as the need for college degrees from some roles.

Our Code of Business Conduct, which applies to everyone at WPP, sets out our commitment to select and promote people without discrimination or concern for factors such as sex, gender, race and ethnicity, sexual orientation, age, religion, disability or family status.

During the year we were proud to invest in Majority, a US-based creative agency with award-winning marketing capabilities that promotes multicultural talent.



In 2023 we invested in Majority, a diversity-focused creative agency

We continue to invest in partnerships to ensure we're hiring from a diverse talent pool. With support from WPP's Racial Equity Programme, we helped to expand One School in the UK, encouraging Black creatives into the industry (see page 39).

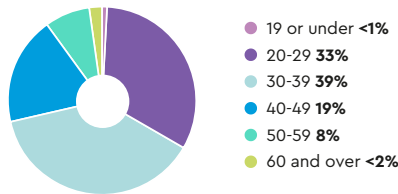
Also in the UK, our Visible Start programme provides midlife women with the skills they need to (re)enter the advertising world.

22%

of senior and executive managers in the US, our largest market, are non-white (2022: 22%)

We also launched our nine-month Creative Tech Apprenticeship programme in the UK, providing an opportunity to the next generation of creatives to learn how to code, build game engines, and explore virtual production, future machines and generative AI.

AGE DIVERSITY



Age diversity figure excludes a small proportion where age is unknown or undisclosed. In 2023, this accounted for less than 1% of headcount

In 2023, we offered 6,941 paid internships and apprenticeships (2022: 7,701) in more than 50 countries, primarily Brazil, China, France, Germany, India, Spain and the US, to provide young people with valuable experience. All positions are paid, and accessible to people from all backgrounds. Many are designed to attract diverse candidates.

PROMOTE INCLUSION

When all our people feel secure, safe and confident to share their ideas, it has a direct impact on creativity and the power of collaboration.

That's why we launched Inclusion as a Skill, a global programme for everyone to learn and practise the skills needed to grow as inclusive leaders. After a successful pilot with 1,000 managers across four countries, in 2023 the training was rolled out to our 100,000+ people across the world.

2024 DIVERSITY LEADER

We were placed 158 out of 850 in the *Financial Times* 2024 Diversity Leaders ranking. This is particularly significant as 70% of scores come from employee surveys.

53%

of senior managers across WPP are women (2022: 54%)

EMPLOYEE COMMUNITY GROUPS

To support a diverse workforce, we also set up global, company-wide Employee Community Groups. These groups provide support for our people with a shared identity or experience, spanning groups including LGBTQ+, parents and caregivers, neurodiversity and disability.

We invest in programmes that provide these groups with tools to support their career growth, personal development and wellbeing, for example Summit, for mid-level Black women in Brazil.

UNITE WIN 2023 MOSAIC AWARD

WPP Unite, our global community of LGBTQ+ people and allies, won the American Advertising Foundation's 2023 Mosaic Data Driven Transformation Award for their report, *Beyond the Rainbow*. The report shared research and actionable insights to empower the industry to create more meaningful work around LGBTQ+ communities.

INDUSTRY RECOGNITION

WPP was named once again in the Bloomberg Gender-Equality Index, and a record-breaking 22 WPP leaders were included in *Involve's* 2023 Heroes Women Role Model lists. Eleven WPP leaders were recognised in the 2023 Empower Role Model Lists, celebrating leaders championing inclusion for people of colour within global businesses.

The&Partnership and its client E45 skincare won Channel 4's Diversity in Advertising Award 2023, reflecting the team's commitment to authentically representing LGBTQ+ communities in TV advertising.

⦿ These metrics were subject to independent limited assurance procedures by PricewaterhouseCoopers for the year ending 31 December 2023. For PwC's 2023 Limited Assurance Report and the WPP Sustainability Reporting Criteria 2023, see wpp.com/sustainabilityreport2023

DIVERSITY AND INCLUSION CONTINUED

GENDER

We aim to reach gender parity at all levels of our business.

We are a committed signatory of the Women's Empowerment Principles, a guide for businesses on how to empower women in the workplace, marketplace and community.

More than half (53%) our senior managers are women (2022: 54%), but we know that diversity is most lacking at the senior levels of our industry. The proportion of executive leaders' across the Company who are women was 41% in 2023 (2022: 40%).

GENDER DIVERSITY

Board and executive

41% (1,471)	59% (2,082)	2023
40% (1,432)	60% (2,121)	2022

Senior managers

53% (10,768)	47% (9,404)	2023
54% (11,401)	46% (9,781)	2022

All other employees

58% (51,039)	42% (37,567)	2023
57% (50,979)	43% (38,237)	2022

Total employees

56% (63,277)	44% (49,053)	2023
56% (63,812)	44% (50,138)	2022

● Female ● Male

Gender diversity figures exclude a small proportion where gender is unknown or undisclosed. In 2023, this accounted for less than 1% of total headcount

UK GENDER PAY GAP

Currently the UK Government only requires legal entities with over 250 employees to report their gender pay gap. We know that greater transparency can lead to meaningful change, which is why, from this year, we have chosen to publish consolidated data for our total UK workforce to give a more representative picture, alongside our mandatory reporting.

We are encouraged to see movement in the right direction. Our overall mean pay gap reduced from 22.7% in 2022 to 21.2% (-1.5%), continuing a year-on-year trend of improvement over the last four years. An increase of women in the upper pay quartile has driven this positive change. However we recognise there is more to do to narrow the pay gap, which is the result of a lower proportion of women in our most senior roles.

The median gender pay gap has remained largely static, with a marginal increase of 0.3% from 17.8 in 2022 to 18.1%. This reflects the difference in bonuses paid between the two years. 2021 bonuses (included in 2022 figures) were higher-than-average due to WPP's strong performance post-pandemic. By comparison, 2022 bonuses (included in 2023 figures) were smaller and awarded to fewer people at the most senior levels where male representation is higher.

DISABILITY

We recruit, select and promote on the basis of qualifications, relevant experience and merit, without discrimination or concern for disability. Candidates are assessed objectively against the requirements of the job, taking account of any reasonable adjustments that may be required for candidates with a disability. For people who develop a disability during their employment, we make adjustments to their working environment or other employment arrangements wherever possible, within a reasonable time frame and in consultation with the employee.

We are a proud member of The Valuable 500, a global business collective made up of 500 CEOs and their companies, innovating together for disability inclusion. As part of our commitment, we established a centre of excellence for inclusive design to help our clients make their customer experiences disability inclusive and accessible. In 2023, we signed up as founding member to Neurodiversity in Business, to improve the wellbeing of neurodivergent people within our company, our industry and beyond.

OUTSTANDING DISABILITY NETWORK OF THE YEAR

Wavemaker's Enable community won Outstanding Disability Network of the Year at the 2023 European Diversity Awards, in recognition of its mission to create an equitable working environment for everyone, irrespective of their neurological, psychological or physical differences.



AUGMENTAL'S MOUTHPAD¹



➔ Page 40

WORKFORCE ETHNICITY DATA

Our workforce ethnicity data covers our operations in the US and UK for 2020-2023.

Our US data comes from our Equal Employment Opportunity Commission (EEOC) disclosures. The figures in the table on page 13 cover 100% of our US workforce. For the purpose of data analysis, it treats full- and part-time employees the same, with the seniority classifications aligned to EEOC job classification.

Data for the UK covers approximately 86% of our workforce, who have disclosed their ethnicity on a confidential basis (2022: 84%). The seniority classifications used are aligned with how we categorise employees in our financial reporting system. Our UK data captures headcount on a full-time equivalent basis.

Given the differences in data collection and differing job level classifications used in each country, the US and UK data sets are not directly comparable.

Collecting reliable ethnicity data can be a complex and challenging exercise. The process for gathering this data in the UK relies on voluntary declarations by individual employees. It is currently a manual process that varies by agency, with no common platform or system across WPP for recording and tracking the data. This has led to data quality and consistency issues, observed in 2022 and 2023. These issues are reflected in PwC's assurance opinion.

We have made significant progress over the past year on our core HR systems, with a consistent global design that works across agencies and for all employees. Roll out is ongoing and, once complete, will enable us to collect, track and report our people data more effectively.

➔ See page 13

¹ Executive leadership roles are defined as the agency board and executive leadership population as reported through WPP's financial reporting system

● Indicates the selected metrics have been subject to independent limited assurance procedures by PricewaterhouseCoopers for the year ending 31 December 2023. For PwC's 2023 Limited Assurance report and the WPP Sustainability Reporting Criteria 2023, see wpp.com/sustainabilityreport2023

WORKFORCE ETHNIC DIVERSITY DATA FOR US AND UK

US DATA (2020-2023)^{1, 2, 3, 4}

Level	Year	Asian	Black or African American	Hispanic or Latino	Other ethnic group ²	Two or more ethnicities	White	Unknown or undisclosed
Senior/executive level managers	2023	7.7%	4.4%	7.8%	0.3%	2.0%	76.9%	0.9%
	2022	7.3%	5.0%	7.4%	0.4%	1.8%	77.1%	0.9%
	2021	6.7%	4.2%	7.2%	0.3%	1.4%	79.7%	0.5%
	2020	5.8%	2.5%	5.2%	0.1%	1.1%	84.4%	0.9%
First/mid-level managers	2023	10.7%	5.3%	11.1%	0.3%	2.8%	68.9%	0.9%
	2022	10.4%	5.1%	10.5%	0.4%	2.5%	69.9%	1.2%
	2021	10.2%	4.6%	8.2%	0.5%	1.6%	74.2%	0.7%
	2020	9.6%	4.4%	7.7%	0.2%	1.5%	76.4%	0.1%
Professionals	2023	15.8%	8.8%	12.8%	0.3%	3.9%	56.9%	1.5%
	2022	15.4%	7.8%	11.0%	0.4%	3.7%	60.3%	1.5%
	2021	13.9%	8.0%	11.2%	0.6%	3.1%	62.0%	1.3%
	2020	13.8%	7.2%	10.7%	0.7%	2.4%	64.1%	1.2%
All staff	2023	13.2%	7.0%	11.8%	0.3%	3.3%	63.2%	1.2%
	2022	12.5%	7.0%	11.7%	0.4%	3.2%	63.9%	1.4%
	2021	12.4%	6.8%	10.1%	0.5%	2.6%	66.5%	1.0%
	2020	12.3%	6.2%	9.7%	0.4%	2.1%	68.2%	0.9%

UK DATA (2020-2023)³

Level	Year	Asian	Black	Mixed/multiple	Other ethnic group	White	Unknown or undisclosed
Board members or executive leaders	2023 [Ⓞ]	5.6%	2.1%	2.6%	1.1%	75.8%	12.7%
	2022	4.4%	0.9%	1.5%	1.3%	78.9%	12.9%
	2021	5.0%	1.2%	1.6%	2.6%	80.0%	9.7%
	2020	3.6%	0.8%	1.7%	1.3%	86.4%	6.1%
Senior managers	2023 [Ⓞ]	8.3%	2.8%	2.3%	1.5%	74.3%	10.8%
	2022	7.2%	2.3%	3.0%	1.9%	73.6%	11.9%
	2021	6.4%	2.5%	2.4%	2.3%	76.2%	10.1%
	2020	5.8%	2.4%	2.6%	2.6%	79.5%	7.1%
Other employees	2023 [Ⓞ]	11.9%	5.4%	3.8%	2.1%	61.5%	15.3%
	2022	10.4%	5.1%	3.3%	3.1%	60.4%	17.6%
	2021	9.1%	4.7%	3.2%	4.0%	60.7%	18.3%
	2020	9.1%	4.7%	2.8%	4.7%	69.2%	9.5%
All staff	2023 [Ⓞ]	10.9%	4.7%	3.4%	1.9%	64.8%	14.3%
	2022	9.6%	4.4%	3.2%	2.8%	63.6%	16.4%
	2021	8.4%	4.2%	3.0%	3.6%	64.5%	16.4%
	2020	8.2%	4.1%	2.7%	4.2%	71.8%	8.9%

¹ Our 2023 data will be submitted to EEOC in May 2024

² 'Other ethnic group' includes data for native American and native Hawaiian disclosures. These are no greater than 0.4% at each level

³ Changes in our US and UK data reflect a number of structural changes we have made to our business in the year, including job classification and disposals

⁴ US ethnicity data is not subject to assurance

[Ⓞ] Indicates the selected metrics have been subject to independent limited assurance procedures by PricewaterhouseCoopers for the year ending 31 December 2023. For PwC's 2023 Limited Assurance report and the WPP Sustainability Reporting Criteria 2023, see wpp.com/sustainabilityreport2023

EMPLOYEE ENGAGEMENT

A record 83,241 employees took part in our annual All In staff engagement survey (an increase of 14% on 2022).

All In is designed to help us better support employees, hold ourselves accountable, and create an inclusive and empowering culture. Our listening team ensured every agency had support to analyse and act on its own results.

This year's results revealed that people care most about career growth, feeling valued and supported by managers, and contributing to the overall company vision. They also showed our people would like to see a renewed commitment to their mental health and wellbeing (see page 15).

FLEXIBLE WORKING

Over the past few years, due to extraordinary events, we've learned how to be much more flexible in where we do our jobs. We've found it can help us deliver great outcomes for ourselves and our business. At the same time, our success continues to rely on collaboration, culture and talent development, which thrive when we spend time together in person.

We have therefore adopted a hybrid approach with people based largely in one of our 41 campuses around the world, alongside a continued element of remote working.

BOARD ENGAGEMENT

Our UK Workforce Advisory Panel enables our Board to consult employees on key people issues, and better understand their views on WPP's purpose, values and strategy.

Agendas are set by panel members. Views and insights are shared directly with the Board, and the Board's feedback on how the insights have informed decision making is presented back.

As designated Non-Executive Director, Cindy Rose regularly attends panel meetings. She presents updates on issues discussed at Board meetings, as well as engaging with and hearing from our people on a broad range of topics.

In 2023 Jasmine Whitbread, Chair of the Compensation Committee, and Keith Weed, Chair of the Sustainability Committee, also attended the India People Forum during the Board's 2023 Regional Review in Mumbai. Non-executive directors heard from employees directly on subjects that matter to them, including cross-agency collaboration, the integration of WPP's offer, and learning and development.

LABOUR RELATIONS

We support the rights of our people to join trade unions and bargain collectively. Trade union membership is not particularly widespread in our industry. In 2023 around 3% of our employees were either members of a trade union or covered by a collective bargaining agreement (2022: 4%). We held 60 consultations with works councils, mainly in Europe (2022: 220).

In 2023 as we streamlined our business operations we reduced our workforce by approximately 6,500 employees (2022: 3,300). We consulted with our employees as appropriate and supported affected people through our Employee Assistance Programme, which includes outplacement in appropriate cases. Through our internal talent marketplace we try to ensure any open roles are filled by employees who have the right skills before recruiting externally.

CELEBRATING EARTH DAY IN OUR CAMPUSES

A growing network of campus and agency Green Teams are driving action on our sustainability commitments. Green Teams bring together changemakers with a diverse range of expertise across facilities, procurement, employee experience and agencies, and provide a platform to engage and drive progress in a way that resonates with employees locally.

To celebrate Earth Day 2023, Green Teams brought people together across 17 offices and online to learn, share and engage in more than 50 activities designed to inspire us to make a positive impact on our environment and communities.

- In London, we hosted expert panel discussions on low-carbon production with AdGreen, reimaged the role of

design in a circular economy with Made Thought (see page 25), and ran a live demonstration of GroupM's omnichannel media carbon calculator

- In Prague, employees volunteered their time to clean up their local neighbourhood, hosted a clothing swap, and curated a sustainable mindset micro-conference with inspiring speakers sharing perspectives on business and sustainability
- In New York, a week-long employee campaign around waste and circularity encouraged people to shift their behaviours, upskill on issues, and take part in clothing donations and swag-swaps
- In Mumbai and Gurugram, employees volunteered to plant trees, flowers and fruit saplings in the community areas surrounding our offices



HEALTH, SAFETY AND WELLBEING

Supporting our people's physical and mental health and wellbeing is good for our people and good for business. All WPP agencies are required to have a health and safety policy in place.

Our crisis management and business resilience programme team (CMBR) provides global incident response and business continuity tools and training. In 2023, we launched CMBR in the UK, US, Canada, Brazil, India and Singapore. To date, it has equipped more than 400 employees with the knowledge to better prepare for and respond to disruption and crisis, thereby protecting our agencies and people. Playbooks provide incident response teams with detailed tactical critical incident response guidance in a variety of scenarios from extreme weather and heat safety to security incidents. We aim to roll the programme out across 18 markets in 2024.

SUPPORTING OUR PEOPLE IN TURKEY

On 6 February 2023, a 7.8-magnitude earthquake devastated south-east Turkey and north-west Syria. WPP has more than 1,400 people in Turkey. While no employee was in the region of the earthquake, many of our people had friends and family directly impacted and living in the affected areas. WPP provided an emergency relief fund, and our people in Turkey co-ordinated efforts across our agencies to provide help to colleagues who had families in the affected region, organising transport to safety and additional aid. WPP also donated to UNHCR and match-funded donations from our employees.

WPP CAMPUSES

WPP campuses bring our people together in modern, collaborative workspaces. We now have 41 campuses hosting 60,000 people across the world.

In 2023 we opened our new Manchester Campus with inclusive design and flexible workspaces that reflect our focus on mental wellbeing. The campus features several social hubs, additional accessible toilets and dedicated mothers' rooms.

The campus used recycled and reclaimed materials, from the café counters to the tiered seating in the auditorium, and is targeting a BREEAM rating of Excellent.

MENTAL HEALTH

Work-related stress is one of our main – and growing – health and safety hazards. Our annual All In survey showed our people would like to see a renewed commitment to their mental health and wellbeing. That's why we published a new global mental health policy outlining the steps we will take if anyone has a mental health concern, to make sure we listen without judgement, and do our best to support each and every individual. We also offered all employees access to a free one-year Headspace app membership.

We continue to invest in our Mental Health Allies programme in the UK, US and Singapore, which encourages open conversations about mental health in the workplace and guides people to support.

We signed up as a founding member of the Global Business Collaboration for Better Workplace Mental Health, the first global business-led initiative designed to advocate for – and accelerate – positive change for mental health in the workplace.

550+

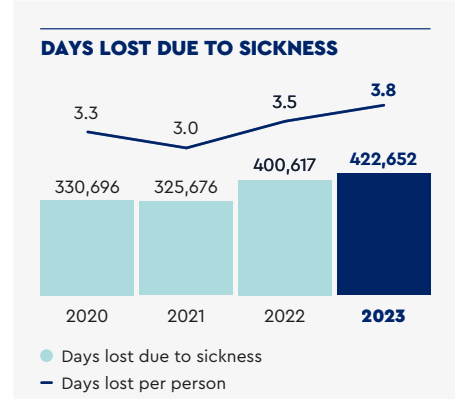
Mental Health Allies across Singapore, UK and US

Our Employee Assistance Programme offers all employees and eligible family members 24/7 access to free confidential counselling and support, as well as resources on managing stress, dealing with loss and referrals to local financial or legal help. It also offers group counselling sessions in response to world events.

It will also support local growth. We aim to support small businesses, providing them with opportunities to collaborate and grow alongside our agencies. For example, we commissioned local artists to create bold and original art which is featured throughout the building.

The campus will also provide a variety of volunteering opportunities alongside local community groups such as The Trussell Trust and Mustard Tree, who are preventing homelessness and poverty.

100%
employees with access to Employee Assistance Programme



Our overall sickness absence rate in 2023 was 3.8 days per employee (2022: 3.5 days). This includes non-work-related illness and injuries, work-related illness and injuries, and occupational diseases such as work-related stress and ergonomic injuries. There were no work-related fatalities in 2023.

Health and safety data is collected locally. In 2021 inconsistencies were identified in how this data is defined and collated. We continue to work to improve consistency and, once remediated, aim to include health and safety data in scope for independent limited assurance in future.



TURN YOUR BACK

Challenging toxic beauty standards online

OFFER
PR
INFLUENCER

AGENCY
OGILVY, DAVID & MINDSHARE, UK

CLIENT
DOVE (UNILEVER)

THE QUESTION

In March 2023, a new AI-based filter, Bold Glamour, shocked the world. The filter presented an 'ideal' of beauty, and looked very real. Almost too real. Dove has always fought against damaging and unrealistic expectations of beauty. Along with Ogilvy and DAVID, Dove wanted to encourage people to #TurnYourBack on the Bold Glamour filter as part of its #NoDigitalDistortion mission.

THE ANSWER

An influencer-led campaign kicked off with creators sharing their feelings on the filter and the damage it can do to people's perceptions and expectations of beauty. As word spread, thousands of women around the world started to turn their backs on toxic beauty. The campaign made it to the Oscars, where entertainment host Nischelle Turner and actor Gabrielle Union bravely used the forum to show their support. What started on social media quickly became a global 360° campaign.

THE IMPACT

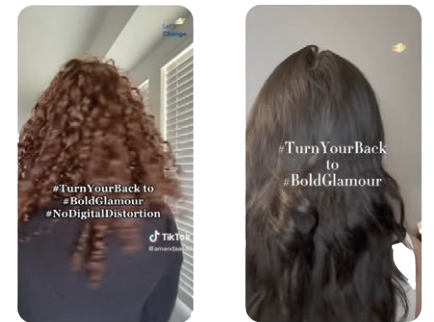
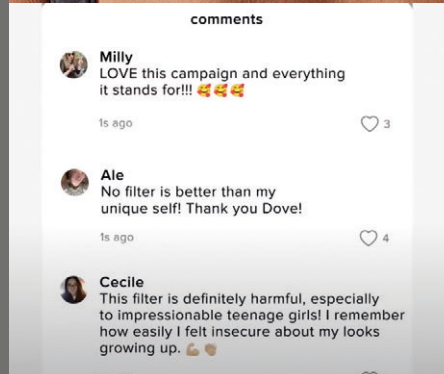
Over one billion impressions, and 54 million views in the first 72 hours.

94%
positive sentiment
in key markets

Awards
Grand Prix
Cannes Lions 2023



Scan the QR code





PLANET

Delivering progress against
our sustainability goals
to protect our planet

In this section

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LIFE EXTENDING STICKERS

Data visualisation inspired by nature

OFFER
BRAND EXPERIENCE

AGENCY
GREY, COLOMBIA

CLIENT
MAKRO COLOMBIA

THE QUESTION

In Colombia, fruit and vegetables make up 40% of the country's food waste. Many are still perfectly usable – if you know what to do with them. Preconceived ideas that fruit and veg must be perfectly ripe were causing a huge waste of resources.

THE ANSWER

Makro Colombia wanted to extend the shelf life of its products and encourage consumers to consider buying fruit beyond their normal preference for ripeness. Grey Colombia worked with them to produce Life Extending Stickers. Simple, low-cost, low-tech fruit stickers.

Each sticker shows a range of colours, from underripe to overripe, for the fruit or veg it is attached to. For each colour there is a suggestion of what to do with it – everything from cupcakes to soup to tempura. And if customers want to take things hi-tech, they can check Makro Colombia's Instagram feed for corresponding recipes.

A simple but impactful way to reduce food waste.

THE IMPACT

85k
interactions
on social media

25
countries with earned
media coverage

Awards

Gold
Cannes Lions 2023



Scan the QR code



OUR CLIMATE STRATEGY

Thinking and acting sustainably to protect our planet

We are committed to transitioning to net zero emissions across our own business, supporting our clients' carbon reduction efforts, and accelerating progress across our industry.

OUR CLIMATE STRATEGY

We believe the climate crisis needs to be addressed with increasing urgency, so we stand in full support of the Paris Climate Agreement.

In 2021 we set ambitious near-term science-based targets to reduce our greenhouse gas emissions in line with limiting global warming to 1.5°C above pre-industrial levels.

OUR EMISSIONS TARGETS

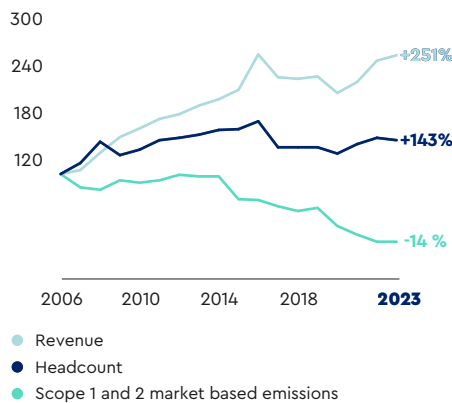
84%
absolute Scope 1 and 2 emissions reduction by 2025¹

50%
absolute Scope 3 emissions reduction by 2030¹

These targets, which are verified by the Science-Based Targets initiative (SBTi), include emissions from media buying (more than half our total footprint) – an industry first. We also committed to offset residual emissions to reach net zero across our own operations (Scope 1 and 2) by 2025 and our supply chain (Scope 3) by 2030.

76%
absolute reduction in tCO₂e emissions (Scope 1 and 2) since 2019 and 18% year-on-year

DECOUPLING EMISSIONS FROM GROWTH (2006-2023)



In 2023 we assessed progress towards our carbon reduction targets and we continue to focus on reducing emissions across our six biggest hotspots: media, production, procurement, IT, buildings, and innovation and AI – a new area of focus, reflecting its growing importance across our business.

We will publish our first formal Transition Plan in 2024, aligned to the recommendations of the Transition Plan Taskforce, an important milestone as we progress to net zero.

➔ See page 23

Our carbon reduction targets are ambitious, and require commitment across all WPP agencies and functions. From production to procurement to buildings, our aim is to integrate carbon reduction into our core commercial strategy, and to continue to drive progress through wider transformation programmes.

To help us, we formed a net zero leadership group, bringing together the sponsors of carbon reduction plans for our biggest emissions hotspots, including our Chief Procurement Officer and Hogarth CEO. This group will continue to monitor and drive progress in 2024 and beyond.

LINKING EMISSIONS TO FINANCING

In 2021, we linked the margin of our \$2.5 billion revolving credit facility to specific sustainability measures. We refinanced the facility in February 2024 and are working to update the sustainability measures linked to the facility as we continue to embed carbon-reduction targets and broader sustainability commitments into our financing arrangements.

ACTION THROUGH COLLABORATION

Collaboration with clients and suppliers is key to delivering against our own targets and promoting low-carbon and regenerative living at the scale needed to address the climate crisis. Through our media investment business, GroupM, we are working with industry trade bodies to agree a consistent and transparent methodology for calculating emissions from media placement (see page 31). We aim to replicate this through our production agency, Hogarth, in support of AdGreen.

Of our 50 largest clients, 82% have set or are committed to setting science-based targets through the SBTi, up from 78% in 2022. Clients look to us to help them find and scale solutions as they deliver against their targets.

82%
of our 50 largest clients have committed to setting science-based targets (2022: 78%)

EFFECTIVE GREEN CLAIMS

Scrutiny over brands' environmental claims continues to grow, making it more important than ever that any claims we make on behalf of clients are authentic, material and matched by real action. WPP's Green Claims Guide provides principles and practical tips for making effective green claims that are not misleading in any way. In 2023 we launched a client version of the guide and ran training for employees and clients in potentially higher-risk and higher-emissions sectors, including automotive, energy and financial services.

➔ See page 32

¹ Data from 2019 baseline

UNDERSTANDING OUR EMISSIONS

In 2020 we carried out a full emissions inventory using the Greenhouse Gas Protocol standards, which are internationally recognised and establish terminology that can be used by all companies.

The visual below is based on the Protocol's Corporate Value Chain, focusing on the aspects that are most relevant to WPP.

It is important to bear in mind that as carbon emissions accounting for digital emissions is in its infancy, methodologies continue to evolve. This is particularly the case for downstream emissions.

We continue to refine our methodology and collect more accurate and complete data to reduce the estimated data in our baseline.

As we refine our methodologies and improve data quality, we will restate prior years if a material discrepancy is identified.

We have restated 2022 Scope 2 emissions, to reflect a material error identified as we simplify emissions reporting across our campuses (see page 21).

EMISSION SOURCES IN WPP'S VALUE CHAIN

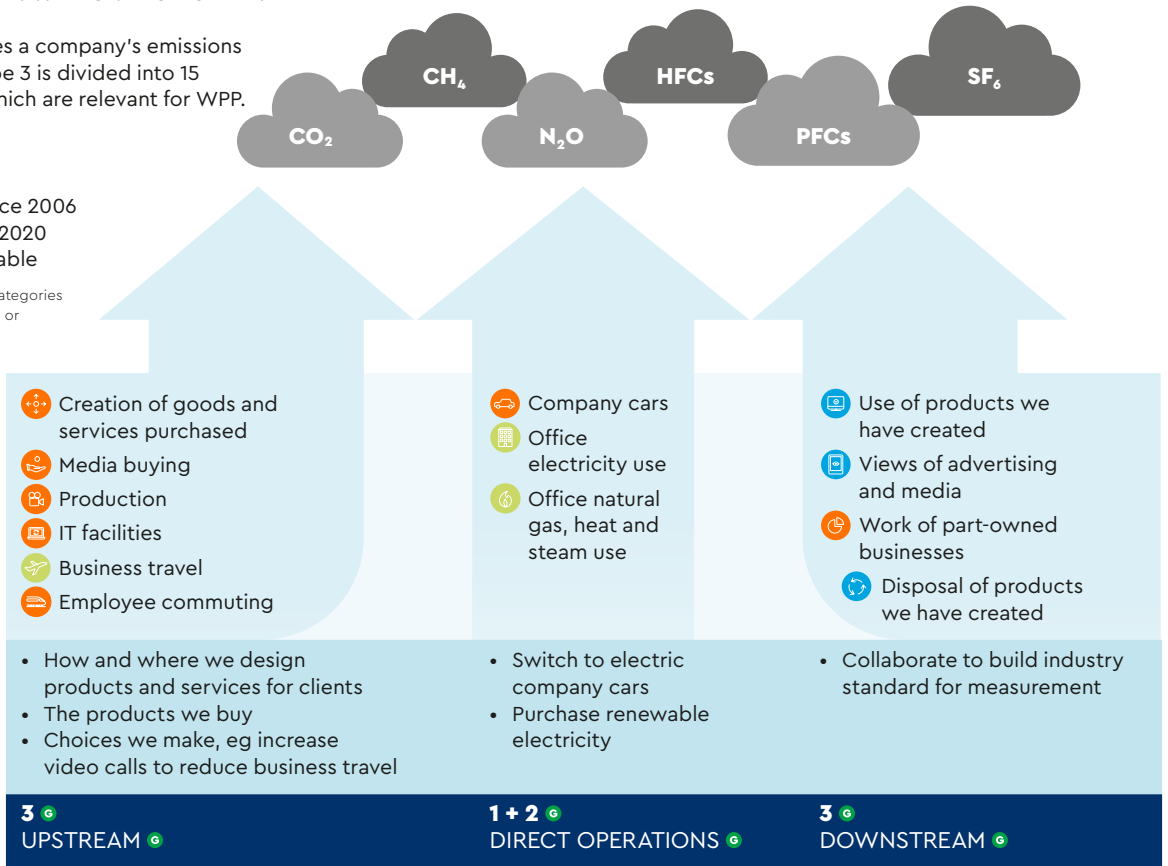
The Protocol categorises a company's emissions into three Scopes. Scope 3 is divided into 15 sub-categories, 10 of which are relevant for WPP.

Measurement:

- Measured by WPP since 2006
- Started measuring in 2020
- Currently not measurable

Note: Greenhouse Gas Protocol categories 8, 9, 10, 12, 14 are either immaterial or not applicable

Emissions produced as a result of our activities



Our influence

- How and where we design products and services for clients
- The products we buy
- Choices we make, eg increase video calls to reduce business travel
- Switch to electric company cars
- Purchase renewable electricity
- Collaborate to build industry standard for measurement

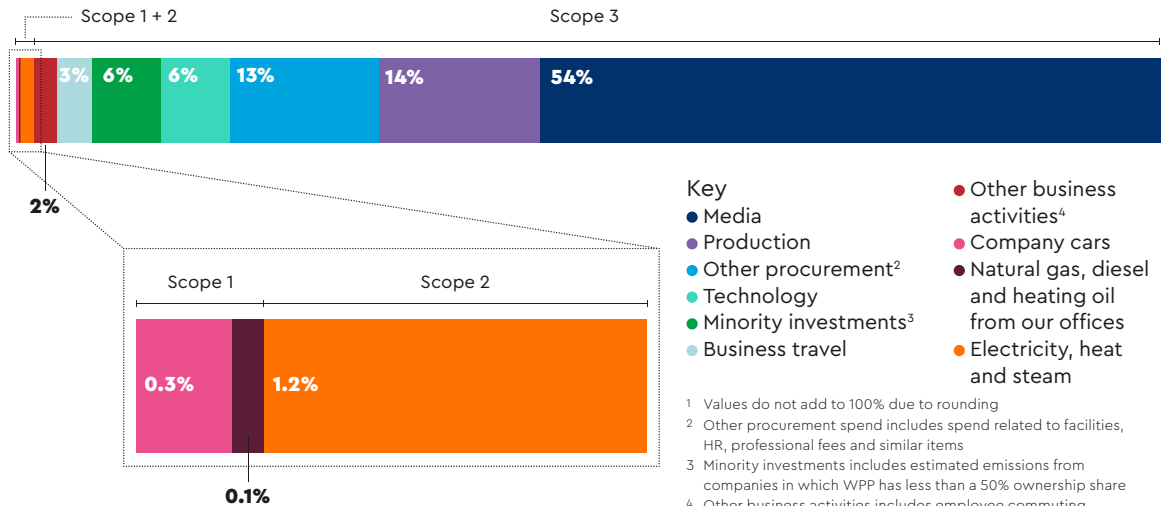
Greenhouse Gas Protocol Scope

3 UPSTREAM **1 + 2** DIRECT OPERATIONS **3** DOWNSTREAM

Terminology set by Greenhouse Gas Protocol

OUR BASELINE VALUE CHAIN EMISSIONS (2019)

This chart shows the breakdown of WPP's Scope 1, 2 and 3 emissions baseline¹ (2019) and pages 21 and 22 outline our approach to reducing emissions in each of these areas. Our total carbon emissions in our baseline year of 2019 were 5.4 million tCO₂e⁵



- Key**
- Media
 - Production
 - Other procurement²
 - Technology
 - Minority investments³
 - Business travel
 - Other business activities⁴
 - Company cars
 - Natural gas, diesel and heating oil from our offices
 - Electricity, heat and steam

¹ Values do not add to 100% due to rounding
² Other procurement spend includes spend related to facilities, HR, professional fees and similar items
³ Minority investments includes estimated emissions from companies in which WPP has less than a 50% ownership share
⁴ Other business activities includes employee commuting, downstream leased assets (buildings) and other fuel use
⁵ In 2019, our Scope 1, Scope 2 (market-based) and Scope 3 emissions totalled 5.4 million tCO₂e

REDUCING EMISSIONS

IN OUR OWN OPERATIONS

We continue to reduce our absolute Scope 1 and 2 emissions year-on-year. Progress has largely been driven by an increase in electricity bought from renewable sources, as well as improved energy efficiency in our existing buildings, and as we move people into fewer, more efficient buildings through our campus strategy. More than half (52%) of our people are based in campuses, up from 8% in 2018.

In 2023 we simplified our reporting to reflect the outcomes of our campus consolidation programme (detailed in our 2023 reporting criteria). An error was highlighted in our 2022 energy consumption, caused by the complexity of our historic structure and resulting in an 8% and 6% restatement in Scope 2 market-based and location-based emissions respectively.

MARKET-BASED EMISSIONS

76%

reduction in absolute Scope 1 and 2 emissions since our 2019 baseline, and 18% year-on-year

SCOPE 1 EMISSIONS

Our Scope 1 emissions for 2023 were 11,354 tCO₂e (2022: 14,105 tCO₂e), of which a subtotal 8,532 tCO₂e (75% of our total Scope 1 emissions footprint) has been subject to independent limited assurance procedures by PwC. Scope 1 emissions not subject to assurance procedures relate to locally-contracted company cars, for which emissions have been estimated.

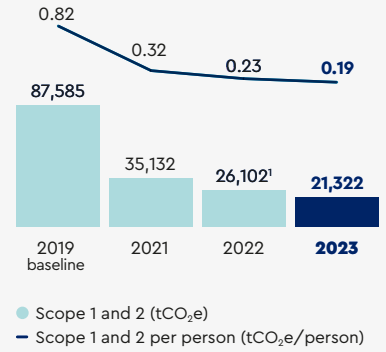
Company cars account for 62% of our Scope 1 emissions. We continue to reduce emissions by shifting company cars to electric and hybrid vehicles where infrastructure makes it feasible to do so. In 2023, 46% of centrally-leased company cars were electric or hybrid vehicles (2022: 30%). From 2023, new company car contracts in Germany and Belgium, representing half (48%) of company car contracts, are electric or hybrid.

SCOPE 2 EMISSIONS

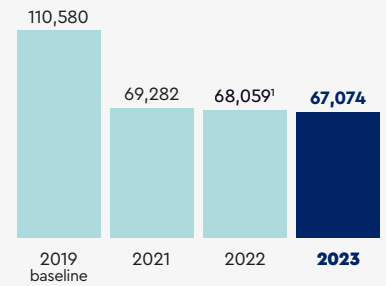
In 2023, we bought 88% of our electricity from renewable sources (2022: 83%), and are on track to meet our target to source 100% of electricity from renewable sources by 2025.

WPP is a member of RE100, the global corporate renewable energy initiative, bringing together businesses committed to 100% renewable electricity to accelerate change towards zero carbon grids at scale.

MARKET-BASED SCOPE 1 AND 2 EMISSIONS PROGRESS (tCO₂e EMISSIONS)

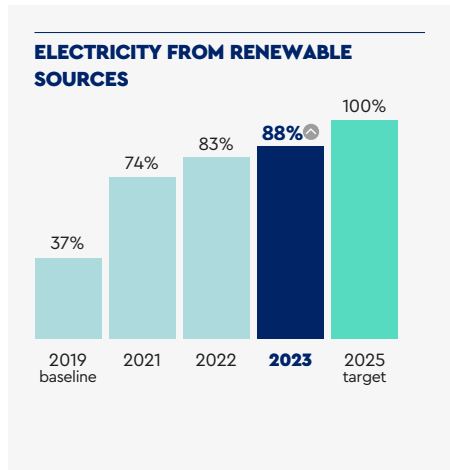


LOCATION-BASED SCOPE 1 AND 2 CARBON EMISSIONS PROGRESS (tCO₂e EMISSIONS)



Market-based emissions demonstrate the impact that sourcing renewable electricity has on carbon reduction, while location-based emissions demonstrate the impact of energy reduction initiatives. We measure carbon intensity against revenue and headcount to track how we're decoupling carbon emissions from growth over time.

Scope 2 market-based emissions were 9,968 tCO₂e (2022: 11,996 tCO₂e),¹ a 17% reduction from 2022. Scope 2 location-based emissions were 55,720 tCO₂e (2022: 53,953 tCO₂e),¹ a 3% increase from 2022 reflecting a rise in energy consumption as office occupancy rates increased.



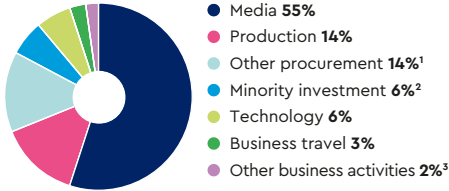
¹ 2022 energy metric restated in line with the procedures set out in the WPP Reporting Criteria 2023
 ● Indicates the selected metrics have been subject to independent limited assurance procedures by PricewaterhouseCoopers for the year ending 31 December 2023. For PwC's 2023 Limited Assurance Report and the WPP Sustainability Reporting Criteria 2023, see wpp.com/sustainabilityreport2023

REDUCING EMISSIONS CONTINUED

IN OUR SUPPLY CHAIN

Our supply chain makes up the overwhelming majority (98%) of our total emissions, which breaks down as follows:

VALUE CHAIN EMISSIONS (2019 BASELINE)⁴



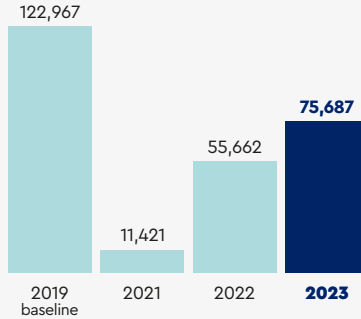
- ¹ Other procurement spend includes spend related to facilities, HR, professional fees and similar items
- ² Minority investments includes estimated emissions from companies in which WPP has less than a 50% ownership share
- ³ Other business activities includes employee commuting, downstream leased assets (buildings) and other fuel use
- ⁴ In 2019, our Scope 1, Scope 2 (market-based) and Scope 3 emissions totalled 5.4 million tCO₂e

AIR TRAVEL

Business travel accounts for around 3% of our baseline carbon footprint. In 2023, air travel emissions increased by 36% compared to 2022, though remain 38% lower than pre-pandemic levels in 2019.

To offset emissions from air travel, we have been purchasing high-quality carbon credits since 2007 and have permanently retired 1.7 million carbon credits, which are charged to each of our agencies to create an internal carbon cost.

CARBON EMISSIONS FROM AIR TRAVEL (tCO₂e EMISSIONS)



In 2023, Scope 3 business air travel emissions were 75,687 tCO₂e (2022: 55,662 tCO₂e), including a total of 59,793 tCO₂e[Ⓞ] from centrally-contracted flights (79% of the total). This consisted of 192 million air miles travelled, including a sub-total of 152 million air miles[Ⓞ] travelled via centrally-contracted flights.

We collect air travel emissions using centrally-managed data from three third-party travel management companies. This covers 79% of group air travel, and we extrapolate for the remaining 21% (2022: 21%). The centrally-managed data is subject to independent limited assurance procedures by PwC. Potential gaps were identified in the data provided by one of our three central business air travel suppliers. This is reflected in PwC's assurance opinion.

We continue to work to improve the consistency and coverage of flight data across the business. In 2023, we integrated travel by class into our metrics subject to assurance for the first time.

OFFSETTING

The first step to limiting emissions must always be to reduce the total footprint of any of our products or services as far as possible. Our Environment Policy, introduced in 2022, sets out how we manage the cost and quality of the carbon credits we buy to offset emissions we cannot avoid.

All carbon credits purchased must be verified by a carbon offset standard, for example Verified Carbon Standard or Gold Standard, and comply with recommendations outlined by the International Carbon Reduction and Offset Alliance.

Where a WPP agency is offering carbon offsetting services to clients, all calculations should be completed in line with the Greenhouse Gas Protocol Corporate Accounting Standard.

We ask all offset providers to disclose their calculation methodologies. Alongside carbon reduction or removal, offset credits should provide additional environmental benefits (eg protecting or enhancing biodiversity) and social benefits (eg health benefits or poverty alleviation).¹

➔ See our Environment Policy at wpp.com/sustainability

DATA QUALITY

A significant challenge for reducing carbon emissions is being able to measure them with confidence. We are working to improve the quality and coverage of our emissions data.

We are also working to include the portion of unassured Scope 1 data, relating to locally-managed company cars, in scope for independent limited assurance in future years.

Data quality is particularly challenging for Scope 3 emissions, as they are beyond our direct control. We are reviewing how we capture and calculate Scope 3 emissions, and aim to improve both data quality and coverage so that over time we can seek independent limited assurance over a larger proportion of Scope 3 emissions. In 2023, we analysed our indirect suppliers' carbon footprint in detail, identifying those 'carbon strategic suppliers' we can engage with to help bring down emissions (see page 45). We also continue to support the development of more robust protocols to measure emissions across the industry, from production to media investment.

¹ Oxford University, 2020. *Principles for Credible Carbon Offsetting*

[Ⓞ] Indicates the selected metrics have been subject to independent limited assurance procedures by PricewaterhouseCoopers for the year ending 31 December 2023. For PwC's 2023 Limited Assurance Report and the WPP Sustainability Reporting Criteria 2023, see wpp.com/sustainabilityreport2023

OUR TRANSITION TO NET ZERO

In 2021, we set science-based targets to reduce our emissions in line with limiting global warming to 1.5°C above pre-industrial levels

To help deliver these commitments, we identified six emissions hotspots (below). Emissions from company cars and business air travel are included within the procurement hotspot. We've developed roadmaps to reduce emissions for each hotspot, outlined on page 24. We will publish our first transition plan, aligned to the recommendations of the Transition Plan Taskforce, in 2024

SCIENCE-BASED TARGETS

Reduce absolute Scope 1 and 2 emissions by 84% by 2025¹

Reduce absolute Scope 3 emissions by 50% by 2030 (including emissions from media buying)¹

HOTSPOTS	Media	Production	Procurement	IT	Buildings	Innovation & AI
ACTION	<p>SUPPLY CHAIN OPTIMISATION Streamline supply chain and explore technology to lower our media carbon footprint</p> <p>PARTNER ENGAGEMENT Work with partners, clients and trade bodies to reduce industry emissions</p> <p>MEDIA SELECTION Support media suppliers with their emissions reduction plans, and work with clients to direct spend to suppliers transitioning to a low-carbon economy</p>	<p>BENCHMARKING Identify opportunities to develop new products and services, understand our client base better and generate better reporting data</p> <p>TECHNOLOGY Explore AI and virtual production technologies to deliver emissions reductions</p> <p>CONSOLIDATION Enhance production capabilities and support employee training</p>	<p>PROCESS Integrate ESG into procurement processes and supplier assessment</p> <p>UNDERSTAND SUPPLIERS Undertake targeted carbon-strategic supplier engagement</p> <p>VALUE CHAIN MANAGEMENT Offer practical support throughout the value chain on achieving net zero and CO₂e footprint mapping</p>	<p>MODERNISED INFRASTRUCTURE Migrate and replace infrastructure to efficient or cloud-based technologies</p> <p>CIRCULAR ECONOMY Assess products based on full lifetime impact and ensure processes are in place to manage lifecycle</p> <p>AI AND INNOVATION Optimise the impact that AI and emerging technologies will have on the way we do business</p>	<p>BUILDING ACQUISITION Update processes (eg leasing contracts) to improve transparency and meet changing needs from office space</p> <p>RATIONALISE Reduce the size of our office portfolio</p> <p>BUILDING MANAGEMENT Evolve how we monitor and manage building use to deliver our goals</p>	<p>NEW HOTSPOT FOR 2024</p>

ACCELERATED BY

DATA

Improved data accuracy, quality and coverage across Scopes 1, 2 and 3

SKILLS

Equip our people and suppliers with the right knowledge and skills to deliver our net zero transition

FINANCING

Sustainability-linked finance, including planned financing for decarbonising and offsetting

ENGAGEMENT

Engage internal and external stakeholders to adopt, adapt, innovate and accelerate to deliver our net zero transition

GOVERNANCE

Embed mechanisms to support and monitor delivery, including clear accountability

EXTERNAL FACTORS

REGULATION

Government incentives, eg for decarbonisation of infrastructure

INFRASTRUCTURE

Decarbonising of national and regional electricity grids on which our campuses, data centres and supply chain depend

CARBON ACCOUNTING STANDARDS

Cross-industry standardisation of emissions measurement for media and production

TECHNOLOGY AND INNOVATION

Harness new technologies to identify and deliver novel emissions reduction opportunities

SUPPLIER DECARBONISATION

Identify 'carbon strategic suppliers' for targeted engagement to help bring down their emissions

➔ See page 24

¹ From a 2019 baseline

A TARGETED APPROACH TO EMISSIONS REDUCTION

In 2024, we will continue to focus on reducing carbon emissions across our six biggest hotspots.

MEDIA

WPP is the only advertising holding company to include emissions from media placement within our science-based emissions reduction targets.

In 2022 GroupM released the first framework for measuring carbon emissions across the advertising lifecycle for all formats, channels and markets, in accordance with the Greenhouse Gas Protocol's standards. Since then, we've open sourced it.

We are working closely with trade bodies, in particular the Global Alliance for Responsible Media, and industry to agree a common framework for measuring media emissions. We believe this is an important step to driving systemic change, and will provide clarity for emissions accounting as well as transparency for clients on the carbon impact of their media placement.

Our client coalition of leading advertisers, worth \$10 billion in global advertising investment, is driving support for greater transparency and standardisation of emissions measurement.

In February 2023 GroupM launched a new omnichannel media carbon calculator for clients, enabling them to factor channel-level carbon emissions data into their media planning. In its first year, we measured the footprint of around 2,800 campaigns.

PRODUCTION

Hogarth continues to invest in generative AI, 3D and virtual production technologies. In many circumstances, we estimate these technologies will help lower the carbon footprint of a production, through both reduced travel and more efficient ways of generating content. This year we launched a playbook to support our teams in finding the right technology and methodology to create the desired client requirements with the lowest carbon footprint.

By consolidating WPP's production capabilities through Hogarth, we can strengthen our overall capabilities and boost skills development for our people. This will help accelerate our ability to drive emissions reduction through more universal adoption of process, technology and partners, such as AdGreen training and support.

For example in 2023 Hogarth and Makerhouse's production work for Ford supported the expansion of the Mustang all-electric Mach-E BlueCruise into 21 markets. By using virtual production, the agencies were able to increase delivery of assets without the time, expense or carbon cost of traditional production methods.

PROCUREMENT

We include emissions from Scope 1 company cars (see page 21), Scope 3 business air travel (see page 22) and operational purchasing within this hotspot. In 2023, we analysed our indirect suppliers' carbon footprint in detail, identifying those 'carbon strategic suppliers' we can engage with to help bring down emissions.

IT

The IT we use – from data centres to emails – generates 6% of our Scope 3 footprint.¹ Decommissioning older, less efficient hardware and migrating our IT infrastructure to the cloud will reduce energy use and emissions. By working more closely with our technology providers to understand the emissions of the products and services we use, we are beginning to better track emissions reduction from IT.

BUILDINGS

To improve how we use energy efficiency across our buildings, in 2023 we rolled out a new playbook across our facilities teams. We have been able to deploy this where we have a level of control over building management systems. For example, in Prague we reduced energy use by up to 46% each month compared to 2022 by controlling the office temperature.

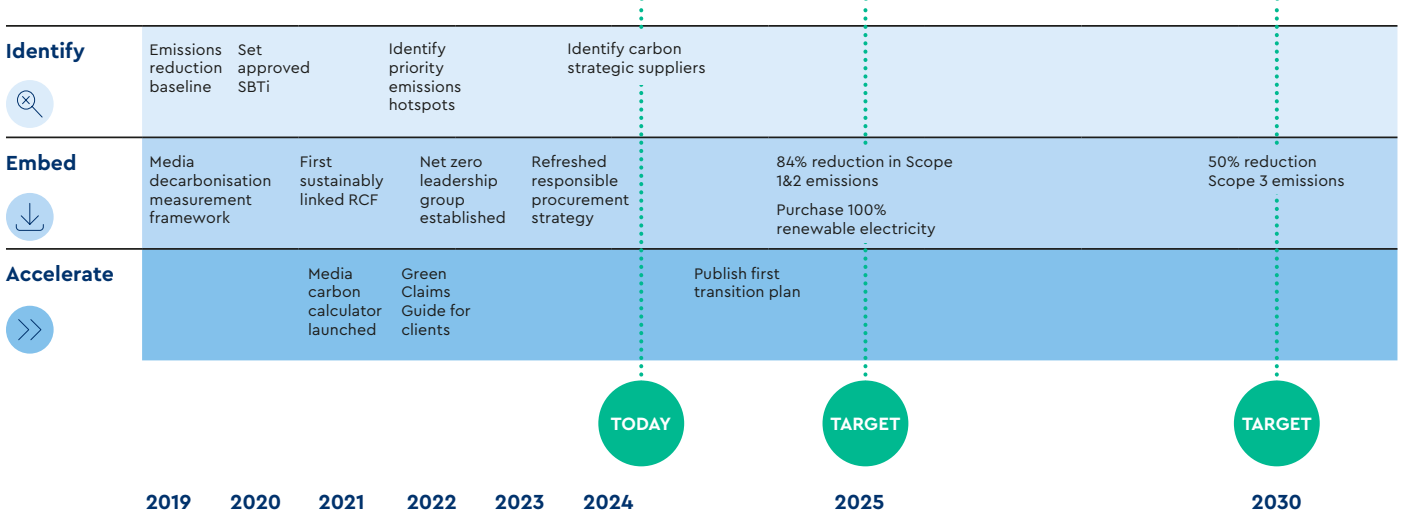
As we roll out this playbook across more locations, we expect it will directly reduce our Scope 1 natural gas and location-based Scope 2 emissions as well as running costs. Using natural gas in our buildings produced 33% of Scope 1 emissions in 2023.

INNOVATION AND AI

AI, data and technology is changing the way we work across WPP, and we expect it to grow considerably over the coming years. Our aim is to consider carbon reduction as we develop AI products and services. We are currently working to embed sustainable design principles into our AI strategy.

➔ See page 45

TIMELINE FOR TRANSITION PLAN DELIVERY



¹ From a 2019 baseline

CIRCULAR ECONOMY

Moving from a 'take-make-dispose' economy to a circular economy where waste is eliminated, resources are circulated and nature is regenerated, could fulfil people's needs within the safe limits of the planet.

We are a proud signatory of the New Plastics Economy Global Commitment led by the UN Environment Programme and Ellen MacArthur Foundation, which aims to unite businesses, governments and other stakeholders behind a common vision for a plastics system that works.

Consumers are looking to brands and businesses to prioritise waste reduction by supporting sustainable purchase behaviours, such as using alternative sustainable materials, and not promoting disposable products.¹

WPP can contribute to this transition through the work we do for our clients. We support our clients by:

- 1 helping companies navigate a complex regulatory framework to secure their place in the new circular economy
- 2 inspiring consumers to think differently and change habits and behaviours (see page 28)
- 3 creating more sustainable approaches to product and packaging design and how products reach (and are used by) consumers (see page 18)
- 4 building coalitions, raising awareness and driving change at scale

WASTE AND RESOURCES

As a service-based business, the volume of waste we produce is not material, but we aim to use resources carefully and to reduce and recycle as much as possible.

Our main waste types are electronic waste and office consumables such as paper, card, cans, plastic bottles and toner cartridges. We have identified preferred recycling partners for our operating companies in major markets, and we work with landlords on waste management in the properties we lease.

SINGLE-USE PLASTICS

Within our own operations, we remain committed to phasing out plastics that cannot be reused, recycled or composted across our campuses and offices worldwide. Our plastics playbook, containing a five-step action plan with practical tools and resources, continues to support employees around the world to drive change across WPP.

In 2023 we continued to drive progress within our campuses, by introducing additional waste streams, engaging our suppliers, reviewing the products purchased by our agencies, and working with our local campus green teams to encourage our people to change their behaviour at work.

- In Madrid, Bumerang Tuppaware and KeepCups are provided as standard for all employees when purchasing food from café areas. It's 100% free to use and eliminates single-use plastics at point of purchase
- In Shanghai, the removal of 3,500 under-desk bins drove employee behaviour change and encouraged our people to think about waste. The bins were donated to a local school charity, New Star Primary School. A simple yet effective behaviour change initiative that has now been rolled out across our APAC campuses

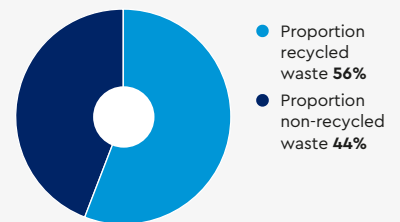
- Our new Manchester campus launched 'plastic free' in 2023, where reusable KeepCups are available at every agency, and employees are financially disincentivised from purchasing a single-use alternative - integrating behavioural science practices in our employee communications
- Removing single-use food containers as standard in our London Sea Containers Campus reduced use and therefore cost of disposables by 60% between 2022 and 2023
- During Earth Week 2023, more than half of our global activations across 13 offices were related to plastics, waste and recycling (see page 14)

WASTE DATA

We estimate that our reported waste data covers around 50% of the Company, which does not provide sufficient coverage to include it in scope for independent limited assurance.

In 2023, 2,003 tonnes of waste were reported, (2022: 2,199) of which 56% was recorded as recycled (2022: 60%). In 2021, some inconsistencies and errors were identified in how waste data is recorded and categorised at the reporting unit level. We continue to work to strengthen how we collect data and remediate the inconsistencies and errors before seeking independent limited assurance in a future period.

WASTE RECYCLED

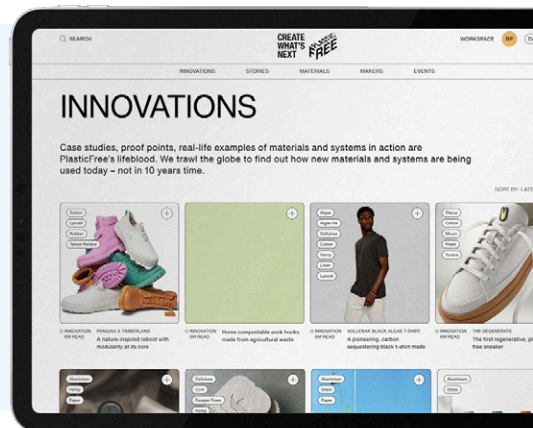


EMPOWERING DESIGNERS TO REIMAGINE A WASTE-FREE WORLD

Made Thought (part of AKQA) worked alongside the team at A Plastic Planet to create plasticfree.com - the world's first materials and systems solutions platform that empowers designers to reimagine a waste-free world.

PlasticFree is first and foremost a mindset. It's the belief that creatives have the power to challenge the status quo and use their visionary disruptive skills to design plastic out at source.

Rich in proof points, case studies and insightful editorial from leaders in design and science, it connects designers directly with those at the forefront of sustainable material development and scalable system change.



¹ Kantar, Design for a Waste Free Future

MAMMOTH MEATBALL

Blending creativity and science to transform the food industry

OFFER
BRAND EXPERIENCE
TECHNOLOGY

AGENCY
WUNDERMAN THOMPSON (VML),
BENELUX

CLIENT
VOW

THE QUESTION

Our global food system is a leading driver of biodiversity loss and greenhouse gas emissions. Over one million species are currently at risk of extinction because of climate change. Could Vow, a leader in cultured meat, open the world's eyes to a new, infinitely more sustainable meat form?

THE ANSWER

The Mammoth Meatball brings back to life an extinct species to start a global discussion about a more sustainable food future. Together with bioengineers, Wunderman Thompson used public data and gene identification to determine the gene sequence in mammoths. By inserting the genome in carrier cells, they were able to produce the Mammoth Meatball.

The unveiling in Amsterdam sparked a global discussion, and people soon started producing their own social content. Thousands turned into influencers, and over one billion people joined the conversation.

THE IMPACT

The Mammoth Meatball received extensive media coverage from the BBC, *The Telegraph*, Sky News, UK *Guardian*, *The Independent*, *The Wall Street Journal*, *New York Post*, Good Morning Britain and America's Late Show, amongst many others.

13bn
 impressions

12.5k
 articles written

Awards

Grand Prix
 Epica 2023



Scan the QR code





CLIENTS

The work we do for our clients presents our greatest opportunity to create positive change

In this section

Work with impact Includes sustainability capabilities	29
Work with integrity Includes accepting new assignments and Green Claims Guide	31
AI and data ethics, privacy and security	33

PRE-LOVED ISLAND

A new campaign to make second-hand clothes desirable

OFFER
BRAND EXPERIENCE COMMUNICATIONS

AGENCY
ESSENCEMEDIACOM, UK

CLIENT
EBAY



Scan the QR code

THE QUESTION

Many clothes are cheap; often worn only a few times, then binned. eBay, which has been selling pre-loved clothes since 1995, offers the perfect antidote to clothing waste. How could EssenceMediacom ignite a second-hand revolution, showing that used clothes could be on-trend and desirable?

THE ANSWER

ITV's Love Island. One of the UK's biggest and most talked-about fashion influencers, this show makes and breaks fashion trends amongst the Gen Z and Millennial audience eBay wanted to target. The items islanders were wearing were selling out in minutes.

Using product placement throughout the show, islanders were dressed in stylish pre-loved clothes, with viewers able to bid on shoppable edits of the looks seen on screen.

Co-branded TV and video ads and X (Twitter) content celebrated the looks and embedded pre-loved fashion into the conversation of the moment.

THE IMPACT

Over 1,700 pieces of positive press coverage, and a significant increase in searches for 'pre-loved fashion' on eBay.

1.7k
pieces of positive press coverage



CLIENTS

We work for and with clients to bring about change

Through a unique blend of sustainability capabilities, we support our clients to meet their commitments, address consumer needs, and thrive in a changing economic climate.

Our clients are navigating a complex landscape, facing pressure to drive down emissions, satisfy demand for low-emission goods and services, and inspire consumer behaviour change. Investors, consumers and employees alike are demanding bold action from brands to innovate meaningful change.

At the same time, consumer research by Kantar found that while 97% of people say they want to live a more sustainable life, only 13% are actively changing their behaviours to do so. Closing this gap could open up new business opportunities of nearly \$1 trillion for companies in the consumer packaged goods sector alone.¹

We help our clients deliver sustainability work that is creative, credible and actionable – whether through strategic expertise, low-carbon production and media distribution, products and services that are sustainable or inclusive by design, or work that drives consumer behaviour towards a sustainable future.

SUSTAINABLE AND INCLUSIVE INNOVATION

By fostering a culture of innovation within our own company, we can help to amplify innovation for our clients. For example, Landor's employee-led Good Squad encourages every Landor employee to dedicate up to 10% of their time to sustainability.

In 2023 this global community of creative problem-solvers invented {access}ories, a new standard for accessible design, using innovation in technology and manufacturing to make oral health accessible to all. This one-of-a-kind solution, whose business potential is estimated at \$620 million,² has been recognised by *Dezeen*, *Fast Company* and *Design Week*, and named one of the Best Inventions of 2023 by *TIME Magazine*.



LANDOR'S {ACCESS}ORIES

➔ See page 8

DRIVING EMISSIONS REDUCTION

Our carbon reduction commitment is unique in our industry: we are the first marketing communications company to include the emissions from media placement (more than half of our total carbon footprint) in our targets.

Carbon emissions are an increasing factor in the placement of media on behalf of our clients, and we expect this to grow as the urgency and financial imperative to deliver on net zero pledges increases across all businesses.

Our new omnichannel media carbon calculator enables clients, for the first time, to factor channel-level carbon emissions data into their media planning. In 2023, we measured the footprint of around 2,800 campaigns. Our client coalition of leading advertisers, worth \$10 billion in global advertising investment, is driving support for greater transparency and standardisation of emissions measurement.

We're also reducing emissions through cutting-edge virtual production technology. For example reducing production emissions by 40% for Ford while doubling the content we could deliver by allowing both left- and right-hand drive scenes to be captured at the touch of a button.

CREATIVITY INSPIRING ACTION

We were proud to win six awards, including both Grands Prix, at the 2023 *Campaign Ad Net Zero Awards*, which recognise creative work and organisations driving behaviour change for a sustainable future.

The Grands Prix were won by EssenceMediacom's Pre-Loved Island for eBay, and Grey Colombia's Life Extending Stickers for Makro.

Both were recognised for their innovative approach and behaviour-changing results.



EBAY: LOVE ISLAND

Inspiring a love of second-hand clothes



➔ See page 28



LIFE EXTENDING STICKERS

A simple solution to food waste



➔ See page 18

¹ Kantar, *Who Cares, Who Does 2023*

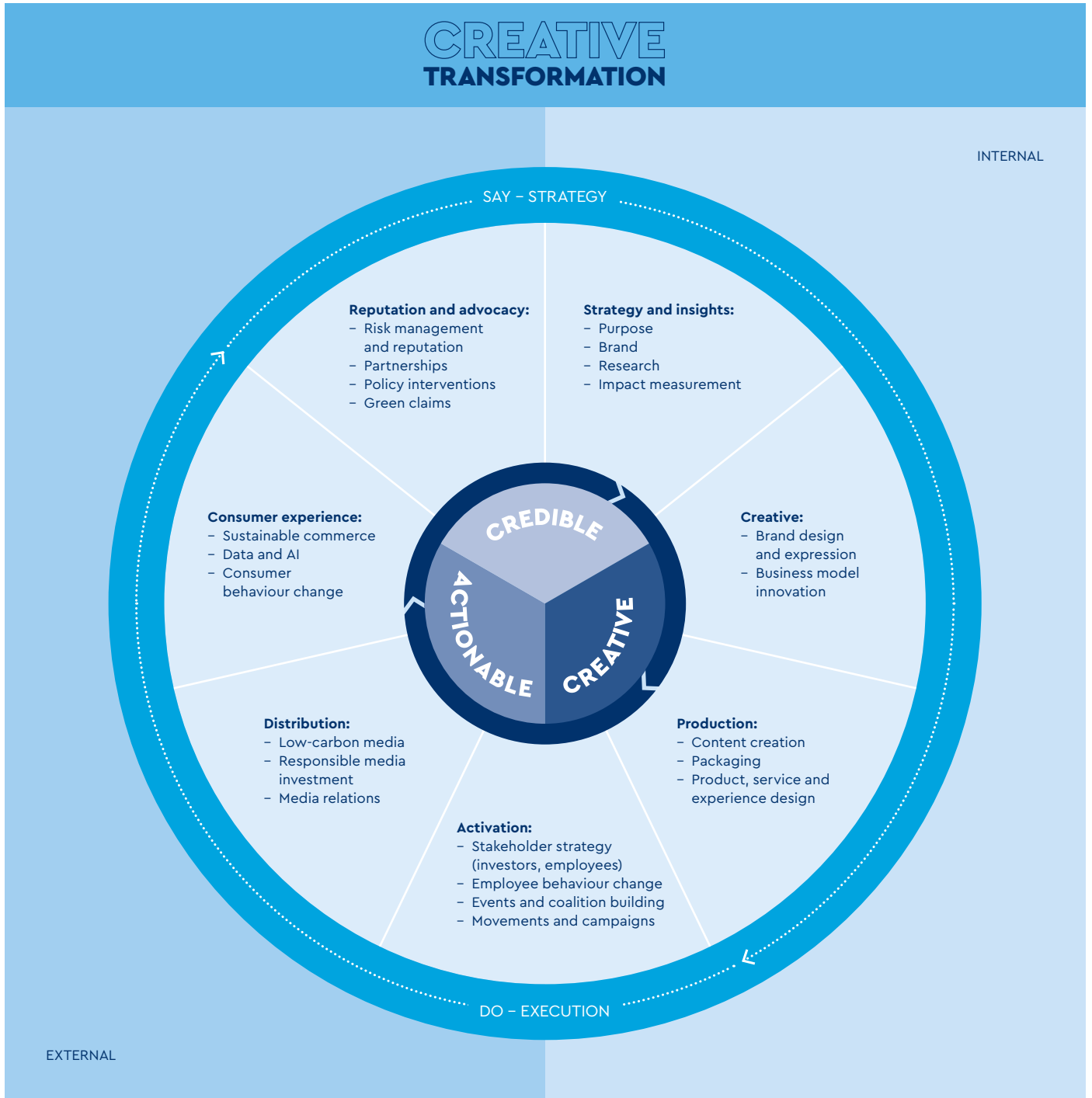
² Landor analytics

SUSTAINABILITY CAPABILITIES

From strategy and consulting to delivery and execution, we continue to provide clients with the support and expertise they need to deliver against their sustainability and diversity, equity and inclusion goals.

Throughout this report we demonstrate how we deploy these skills to help clients find solutions not only to commercial problems, but also to some of society's biggest and most complex challenges.

Examples include: challenging toxic beauty standards online, a beer that bears fruit for Chinese farmers, and an accessibility-focused consumer-first toothbrush design.



CLIENTS CONTINUED

SCALING IMPACT THROUGH INDUSTRY ALLIANCES

WPP is a founding member of Ad Net Zero, an industry initiative tackling the climate emergency by decarbonising advertising operations and supporting every industry to accurately promote sustainable products and services.

In 2023 we convened our agencies to launch Ad Net Zero in the US, exploring how to drive engagement on Ad Net Zero's five action areas to tackle emissions from business operations, production, media planning and buying, awards and events, and behaviour change.

Our network of sustainable production practitioners, from across 22 WPP agencies, continued their active use and promotion of the AdGreen carbon calculator, which works out the carbon footprint of motion, stills and audio projects within advertising campaigns. This helps our teams assess and drive down emissions across production, and landed both Makerhouse and Hogarth AdGreen 'Superuser' status. Wunderman Thompson and Vodafone won an Ad Net Zero award for their campaign 'Vodafone, Home of the Trade-In', coupling best practice use of AdGreen with a creative campaign to drive mobile recycling in Ireland.

WORK WITH INTEGRITY

We are committed to maintaining the highest standards of honesty and integrity in our work and will not undertake assignments that are intended or designed to mislead or deceive.

We work hard to maintain strong compliance in areas including ethics, human rights, privacy and data security. All of this is covered in our Code of Business Conduct and in our mandatory online ethics training.

We require that all client work complies with all relevant legal requirements, codes of practice and marketing standards. Our agencies have policies and processes in place to mitigate against online advertising appearing on sites with illegal, illicit or unsuitable content.

Our agencies are required to comply with copy checking and clearance processes with our legal teams before publication of their work. These processes have strict requirements in highly-regulated sectors such as pharmaceutical marketing.

In 2024 we will harness the latest in AI and technology to help clients navigate rapidly evolving regulations and consumer expectations through the development of an AI compliance tool.

There are occasional complaints made about campaigns we have worked on, and some of these are upheld by marketing standards authorities. Our agencies take action where needed to prevent a recurrence.

ACCEPTING NEW ASSIGNMENTS

We have a process in place to review new assignments and clients. Each of our agencies has a global risk committee, chaired by its respective CEO, to ensure that leadership has a full understanding of the risks across businesses and markets (see Risk Governance Framework on page 93 of our 2023 Annual Report).

WPP agencies are required to follow our Assignment Acceptance Policy and Framework when taking on new business. This applies to all client sectors and provides guidance on how to conduct additional due diligence in relation to clients and any work they are asked to undertake. It requires various categories of work to be considered by our agencies' risk committees, or escalated to WPP for review.

WORKING WITH ENERGY CLIENTS

We work with a number of clients in the energy sector.¹ We believe it is essential that the communications of energy companies are truthful, fair and accurate. We require that rigorous standards are applied to all content we produce for our energy clients, as we do for all clients, and seek to fairly represent their actions and commitments at all times. Our policy is not to take on any client work, including lobbying, designed to frustrate the objectives of the Paris Agreement.

When considering assignments for energy clients, we give particular attention to whether:

- The proposed work is truthful, fair and accurate
- The proposed assignment is designed to influence public policy decision-makers such as government officials
- The client has made a public commitment to a transition to net zero, and is seen to be developing transition plans
- The work relates to the approval or development of new greenfield oil and gas fields
- The work relates to the extension or development of particularly high-emission forms of energy, such as coal, or forms of extraction that have a higher environmental impact

We keep this under ongoing review, as we continuously evaluate the nature of the work we perform for clients and the context in which it occurs.

¹ 'Energy companies' in this context refers to those involved in the extraction, production, sales or distribution of oil, natural gas, coal or other fossil fuels, utility companies making use of such fuels and any relevant trade associations or organisations

CLIENTS CONTINUED

AVOIDING GREENWASHING

2023 research by Ogilvy found that 63% of people across the world are cynical about the motivations behind brands' sustainability actions.¹ It is more important than ever that any sustainability claims we make on behalf of clients are authentic, material and matched by real action.

WPP's Green Claims Guide contains principles and practical tips for making effective green claims that are not misleading in any way. It is informed by guidance from regulators such as the UK Competition & Markets Authority and US Federal Trade Commission, and complemented by a legal toolkit that has been incorporated into our legal clearance process.

In 2023 we launched a client version of the guide and ran training for employees in Europe, North America and Asia Pacific, and for clients in potentially higher-risk and higher-emissions sectors, including automotive, energy and financial services.

To support clients as they navigate rapidly evolving regulation, in 2023 we held an event in London in partnership with the Advertising Standards Authority, hosting a fireside chat with Guy Parker, Advertising Standards Authority CEO, on the UK green claims landscape, followed by three agency-led sessions showcasing our broad capabilities in this area. Hill & Knowlton, Design Bridge and Partners and Ogilvy each brought different expertise and perspectives, from risk and reputation, to design and brand attribution to behaviour change.

In early 2024, we hosted an event for clients in partnership with the European Union and Hill & Knowlton in Brussels to explore the new EU Green Claims Directive and its implications for marketers, alongside Green Claims training for employees and clients.

BRAND SAFETY

As a founding member of the Global Alliance for Responsible Media, GroupM sits at the centre of ongoing collaboration among clients, agencies, publishers and ad tech suppliers to address old and new brand safety concerns, shepherding digital media investment and delivering appropriate matches between brand values, risk tolerance, consumers and media environments.

In 2023, GroupM's brand safety team published client guides on areas including political advertising, advertising to children, TikTok, YouTube, Google and brand safety in gaming. They also hosted internal training for over 2,000 WPP people and supported a new WPP global Brand Safety University.

In addition, Better V2, a tool allowing clients to score the responsibility of their media investment, choose their proprieties and get recommendations on how to make their investment better, was rolled out in 2023.

This was complemented by GroupM's Back to News, a responsible journalism initiative providing clients with access to high-quality ad environments on sites vetted against standards of responsible journalism. In 2023, Back to News was rolled out in over 20 countries.

RESPONSIBLE AI

We are committed to employing AI systems that align with human rights and freedoms. All AI models and platforms used by WPP are reviewed by a multidisciplinary team to assess them from a legal, ethical and technical perspective. We have been training WPP users of AI since 2019 to ensure they effectively take into account the use of personal data, data privacy laws and confidentiality.

In 2023 we launched our AI Toolkit, offering guidance to all WPP agencies on topics including intellectual property and deep fakes. We updated our acceptable use and data ethics policies to supplement the Toolkit.

We also published our Generative AI Principles:

1. We acknowledge our responsibility to understand the limitations and possibilities of generative AI
2. Generative AI supports and complements our creativity; it is not a substitute
3. We understand the provenance and models used in the learning data of our chosen generative AI platforms
4. We are transparent to our clients, our people and the wider community about how we use generative AI
5. Our people are encouraged to speak up when they have concerns about AI
6. We recognise this technology is evolving and the evaluation of these principles is an ongoing task

¹ Ogilvy, *Sustainability Communications Need to Get Real 2023*

GREEN CLAIMS PRINCIPLES



BE TRUTHFUL & ACCURATE



DO NOT OMIT OR HIDE IMPORTANT INFORMATION



ONLY MAKE FAIR & MEANINGFUL COMPARISONS



CONSIDER THE FULL LIFECYCLE OF THE PRODUCT



SUBSTANTIATE THE CLAIMS



BE SPECIFIC



BE CLEAR & UNAMBIGUOUS



USE PLAIN LANGUAGE



DO NOT OVERSTATE THE BENEFIT



AVOID SWEEPING OR UNQUALIFIED CLAIMS



CAREFULLY CONSIDER IMAGERY



BE SOCIALLY RESPONSIBLE

AI AND DATA ETHICS, PRIVACY AND SECURITY

A strong approach to governance, privacy and security

A transparent and accountable approach to data, privacy and AI is important for clients, consumers and WPP. We go beyond the legal minimum to maintain the highest ethical standards.

OUR APPROACH TO DATA

We have well-established and robust governance in place for data privacy and risk management. The end of third-party cookies, evolving data privacy laws and increased regulation mean adaptation and agility are a key tenet of our approach.

Advertising should respect privacy while delivering exceptional value for consumers and advertisers. That's why Choreograph, our data product, service and technology company, was specifically designed to help clients get more out of their data while taking an ethical approach.

In 2023 GroupM, in partnership with Google Chrome, launched the first global post-cookie readiness programme, helping create technologies to reduce tracking and protect people's online privacy.

USING AI SAFELY

We are dedicated to employing systems that align with fundamental principles in the responsible development and use of AI. All AI models and platforms used by WPP are reviewed by a multidisciplinary team to

assess them from a legal, ethical and technical perspective. We have been training WPP people since 2019 to ensure they use AI responsibly and effectively, taking into account the use of personal data, privacy and intellectual property (IP) laws, and confidentiality.

In 2023 we launched our AI Toolkit, offering guidance to all WPP agencies on topics including IP and deep fakes. We updated our acceptable use and data ethics policies to supplement the toolkit.

We also published our Generative AI Principles, acknowledging our responsibility to understand, monitor and evaluate this evolving technology on an ongoing basis.

SKILLS DEVELOPMENT

We dedicate considerable time and resources to providing our people – and emerging talent – with the tools and skills to excel in AI. In 2023, WPP people earned more than 34,000 accreditations and certifications from leading technology partners including Adobe, Google, Meta, Microsoft and TikTok.

New online learning programmes as part of our Future Readiness Academies included a Demystifying Data & AI Academy, developed by WPP experts in partnership with Circus Street and the Open Data Institute.

We also set up and run Creative Tech Apprenticeships and a Creative Data School, aimed at educating and inspiring future champions of AI. Since its launch, the School has provided technical training to over 6,000 young people across the UK.

In 2023, we sponsored a cohort of senior WPP leaders through a postgraduate Diploma in AI for Business at Oxford University's Saïd Business School.

AI GOVERNANCE

We established an AI Governance Committee to oversee the application, adoption and risks associated with AI across WPP. This Committee includes the CEO, CTO and Chief Privacy Officer and other senior stakeholders in the business with responsibility for the safe and responsible use of AI within the Company.

WORKING WITH INDUSTRY

WPP welcomes government guidance and regulatory frameworks that set guardrails for responsible stewardship of AI, data and technology, while recognising the need to highlight the possibilities they offer. Through active engagement with industry bodies, including the Advertising Association in the UK and the Network Advertising Initiative in the US, we are able to monitor and influence the changing regulatory landscape.

PRIVACY AND SECURITY

We have strong systems in place to ensure privacy and security for ourselves, our clients and our suppliers.

- The Risk Subcommittee regularly reviews and monitors our data ethics, privacy and security risk, as well as our approach to regulatory and legal compliance
- Our Chief Privacy Officer leads our work on privacy, supported by our Data Protection Officer. Alongside the WPP privacy team, they provide practical support to our agencies, promote best practices and ensure that privacy risks are well understood

- The WPP Data Privacy and Security Charter (reviewed and updated throughout the year) sets out core principles for responsible data management through our Data Code of Conduct, our technology, privacy and social media policies, and our security standards
- Safer Data training, which includes content on data protection, security and privacy, must be completed by all new and current employees, as well as consultants. Throughout the year, agency and subject matter-specific training is provided across WPP. This has included sessions focused on new regulations such as the Digital Personal Data Protection Act in India

- Our privacy teams establish direct relationships with their client counterparts to ensure engagement and alignment, as well as organising training across WPP and client teams
- Our annual Data Health Checker provides insight into how data is used, stored and transferred and helps us to identify any parts of the business that need further support. In 2023, the average risk score was 1.6 (2022: 1.6), where five indicates maximum risk

CORONA EXTRA LIME

A beer that bears fruit

OFFER
COMMUNICATIONS
PR

AGENCY
DAVID, COLOMBIA

CLIENT
AB INBEV



Scan the QR code

THE QUESTION

The best way to enjoy Corona is with lime. While China drinks the most beer in the world, not many local farmers were growing limes. So, Corona should just import limes, right?

THE ANSWER

There was a better answer. Instead of importing, Corona and Ogilvy's DAVID thought - why not start a new business? So Corona partnered with local governments and industry leaders to provide local farmers with the knowledge and tools they needed to grow lots of high-quality limes. It's the biggest commitment the company has ever made in a single market.

After a thousand days of learning, growing and making, Corona Extra Lime - made exclusively with Chinese-grown limes - hit the shelves. Corona's lime supply problem was solved, while local farmers had a new economic opportunity.

THE IMPACT

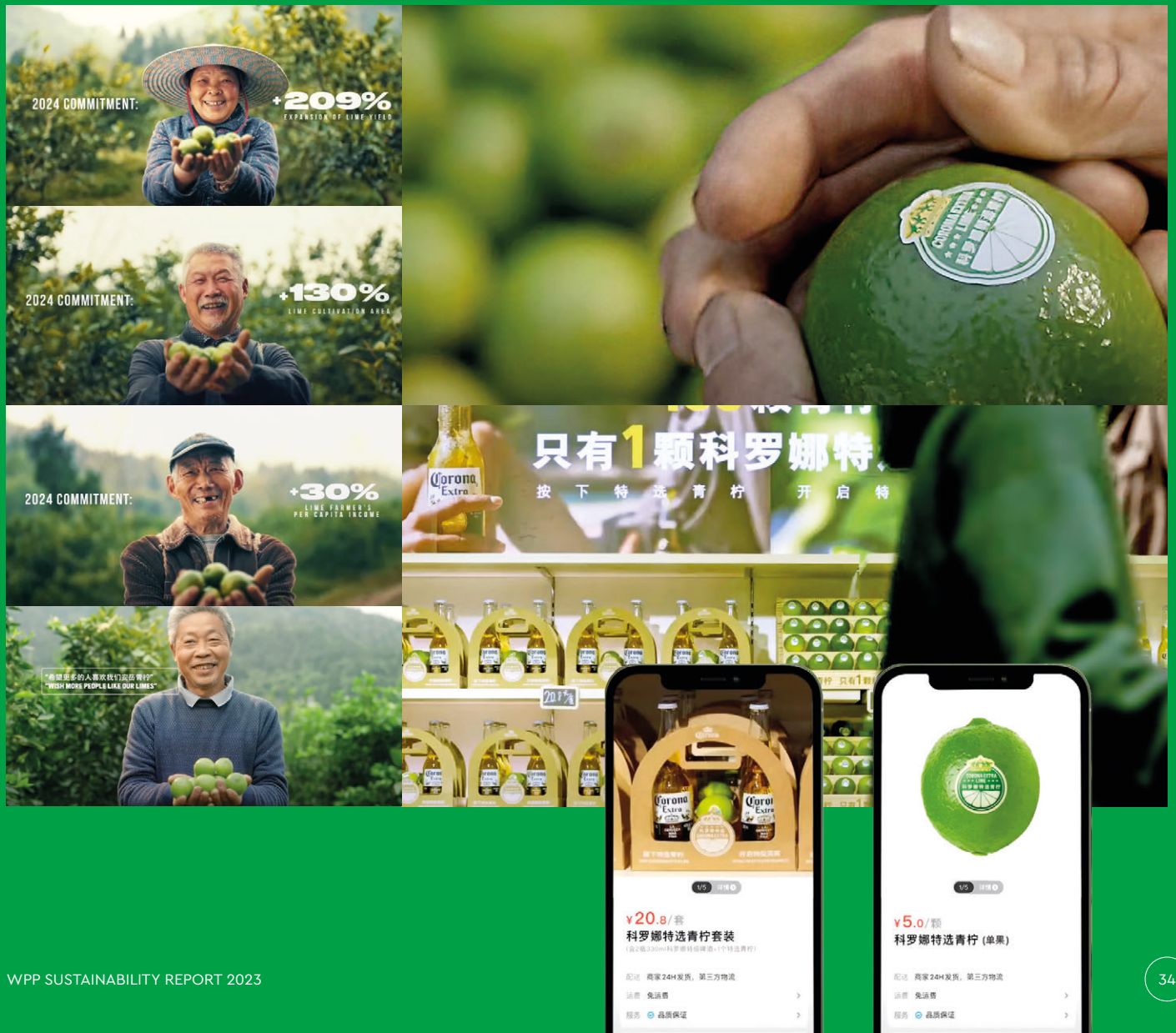
Corona beer sales were boosted by 29%, while farmers' incomes rose 21%. Profits are being reinvested in farming, and Corona's commitment in 2024 is to increase farmers' incomes by 30%.

2m
limes sold in first year

1bn+
impressions

\$11m+
earned media

Awards
Titanium
Cannes Lions 2023





COMMUNITIES

We aim to use the power of our creativity and voice to create healthy and vibrant communities

In this section

Life-changing client work	37
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What we gave in 2023	38
Advancing racial equity	39

CANCER RESEARCH UK

The power of data

OFFER DATA

AGENCY
GROUPM NEXUS,
ESSENCEDIACOM, UK

CLIENT
CANCER RESEARCH UK

THE QUESTION

When Cancer Research UK relaunched its biggest fundraising drive, Race for Life, two key questions drove the campaign: how to better target men, and how to be locally relevant - most participants don't travel more than 10 miles for a race.

THE ANSWER

Data. And the cross-channel platform from GroupM Nexus, Unmissable. By overlaying location-based data, audience insights, YouGov data and client first-party data, Unmissable powered hyper-local ads on a national scale, supported by fluid budget allocation in real time.

This guaranteed that ads were seen at the right frequency at each race location, no matter the channel or device. To minimise wastage, media across all channels was switched off just before each race took place. Spend was then redistributed to continue supporting active races. The client's real-time sign-up data was used to identify which events needed further support, boosting sign-up performance.

THE IMPACT

Two-thirds of those exposed to an ad took action, with one in five making a donation. This granular, data-driven approach to media and messaging is set to transform how Cancer Research supports future fundraising events.

6x
 uplift in sign-up intent amongst males

75%
 uplift in audience engagement



Scan the QR code



COMMUNITIES

We use our scale, skills and voice to support healthy, vibrant communities

We are committed to inspiring widespread change through powerful communications and investment in communities.

We are proud of the contribution we make to the communities we live and work in – from the US, where the Detroit Experience Studio breaks down barriers to Black creatives entering the advertising industry (see page 39), to India where our award-winning WPP India Foundation is helping transform the lives of school children (see page 38).

LIFE-CHANGING CLIENT WORK

We use our creativity to rethink the status quo. In 2023 campaigns included Ogilvy's Heaven Fish, which turned a 'miracle' of fish falling from the sky into a source of income for residents of Yoro, Honduras. In China, a campaign for Corona supported local farmers with the tools, seeds and training they needed to establish a new source of sustainable income.

In Kenya, Scanad and fashion brand ZEVA launched Stain Not Shame, a campaign that prompted the government to make period shaming a punishable offence. And in Argentina, Grey's The Postponed Day brought cancer charities together to delay their usual publicity around Breast Cancer Awareness Day. The campaign highlighted the fact that 40% of women postpone their annual breast check-ups, while creatively raising awareness and inspiring action.



HEAVEN FISH

Helping to create a source of income for a Honduran community



WE WANT TO CREATE AN ENVIRONMENT WHERE PEOPLE CAN BE FEARLESS IN SUPPORT OF THE THINGS THEY CARE ABOUT"

Rob Reilly
Chief Creative Officer, WPP

A VOICE FOR CHANGE

We believe that good communications can help bring about the shift in attitudes and behaviour needed to tackle extreme poverty, inequality and climate change, and contribute towards the UN Sustainable Development Goals.

We help amplify the impact of charities and non-governmental organisations by providing marketing and creative services, often on a pro bono basis.

This work is mutually rewarding and often worth more than an equivalent cash donation, helping to improve fundraising efforts, recruit new members, change behaviour or achieve campaign goals. It also gives WPP people the chance to work on fulfilling, impactful and sometimes award-winning campaigns that build their skills and knowledge and raise the profile of our agencies.

ELIMINATING HARMFUL STEREOTYPES

As a founding member of the Unstereotype Alliance, we partner with UN Women to work towards eradicating harmful stereotypes from all advertising and media, and to drive positive social change.

UNSTEREOTYPE ALLIANCE

In 2023 WPP teams across the world contributed their time and skills to support the Unstereotype Alliance:

-  We partnered **globally** with Diageo, Mars, Mastercard and Omnicom to create the Alliance's first Inclusive Media Toolkit, so that the media we buy reaches a diverse audience, supports diverse creators and publishers, and avoids unintentionally excluding people
-  In **India**, where 87% of women in ads are shown in traditional roles, we created and helped launch the first public outreach campaign for Unstereotype Alliance India, #YouDontSeeMe
-  Our **Australia** and **New Zealand** teams were involved in the inaugural research project to uncover stereotypes in the region. The resulting report was launched at the Media Federation of Australia
-  In the **UK**, Unstereotype Alliance, supported by Ogilvy UK, launched its first campaign to mobilise public action. Spearheaded by award-winning playwright, actor and UN Women Ambassador, Danai Gurira, 'Say Nothing, Change Nothing' raised awareness of the pervasive role harmful stereotypes play in society. The launch was accompanied by three films covering issues of stereotyping linked to race, gender and disability

COMMUNITIES CONTINUED

ACTION IN LOCAL COMMUNITIES

We encourage our people to use their creativity and expertise to contribute to issues they are passionate about. We have a long tradition of pro bono work covering a range of issues from the arts to conservation, health and human rights, and we support employees to volunteer their time and skills. Our established Foundations and active network of Green Teams around the world provide a platform for people to act.

→ See page 14

In India, our multi-award-winning WPP India Foundation is transforming the lives and livelihoods of young people and their families through a targeted programme of interventions. The Foundation, which is both a grant-giving and employee volunteering platform, aims to increase secondary school retention, improve learning outcomes, and enhance job readiness with a focus on digital and creative transformation skills. And it's driving real impact: 96% secondary school retention and 70% enhanced job readiness.

In Australia, our REFLECT RAP (reconciliation and action plan) outlines our commitment to a more diverse, equitable and inclusive future – with reconciliation at its heart. The plan increases awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge and leadership across all sectors of Australian society.

→ See page 44

In France, our We Care We Act employee volunteering programme matches the talent, skills and interests of our people with requests for volunteer support, enabling positive action in the community. Our people completed 60 individual missions supporting local NGOs in 2023, as well as multiple agency-wide volunteering initiatives.

INVESTING IN FUTURE CREATIVES

We believe that AI is fundamental to the future of our industry (and of many others). To inspire young people and build their confidence in data and AI, in 2023 we launched the Creative Data School in partnership with leading non-profit and educational organisations. Delivered both online and in schools, the course has already taught essential technical skills to over 6,000 young people across the UK.

Following the programme, eligible candidates were invited to apply for work experience and internships within the WPP network.

VML: INNOVATIVE COMMUNITY SPIRIT

The VML Foundation is an employee-funded and led giving programme that supports and celebrates the causes important to VML's employees. The Foundation provides a range of support to non-profit organisations and individual causes chosen by employees.

In 2023, the Foundation proudly surpassed the \$3 million mark in collective charitable giving on behalf of employees since it began.

\$3m

in 2023 the Foundation proudly surpassed \$3 million in charitable giving on behalf of employees

Every year, VML closes more than 80 offices around the world for a day so that employees can donate their time and talents to dozens of non-profit and community organisations. In 2023, causes ranged from reading and recording bedtime stories in China to planting trees and cleaning up the Río de los Remedios forest in Mexico City.



EMPLOYEE GIVING

In addition to encouraging our people to volunteer their time, we provide donations and match funding.

WPP employees around the world donated generously in 2023 to emergency relief appeals set up to support those affected by the devastating earthquakes in Turkey and Syria and then in Morocco, which we matched. In October, in response to the terrible events in Israel and Gaza, employees once again gave generously; with matched funding we raised a total of £60,000 in partnership with the British Red Cross. We will continue to run employee matched funding appeals for disaster relief.

WHAT WE GAVE IN 2023

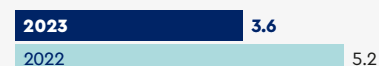
PRO BONO WORK

(£m)



CASH DONATIONS

(£m)



TOTAL SOCIAL INVESTMENT

(£m)



Our pro bono work was worth £9.0 million (2022: £9.6 million), for causes including the Stephen Lawrence Day Foundation in the UK and gun safety in the US. We also made cash donations to charities of £3.6 million (2022: £5.2 million).

Our pro bono work, combined with cash donations, resulted in a total social investment of £12.6 million (2022: £14.8 million), equivalent to 0.8% of headline profit before tax (2022: 1.3%).

£36.1m

total social contribution

(2022: £35.5 million)¹

WPP media agencies negotiated free media space worth £19.5 million on behalf of pro bono clients (2022: £20.8 million).

Our total social contribution, taking into account cash donations, pro bono work, in kind contributions, free media space, and investments in inclusion initiatives through Pillar 3 of our Racial Equity Programme, was £36.1 million (2022: £35.5 million).¹

¹ 2022 figure excludes investments in Racial Equity initiatives

ADVANCING RACIAL EQUITY

In June 2020, as part of a set of commitments to help combat racial injustice and support Black and ethnically marginalised talent, we committed to invest \$30 million over three years in inclusion programmes and to support external organisations.

\$21.1m

invested in inclusion programmes since 2020 as part of our commitment to invest \$30 million over three years

We designed the programme to deliver immediate impact while also establishing the foundation for meaningful and sustainable change. We invested across three pillars:

- **Investment in equity and inclusion initiatives within WPP** to ensure that our employees reflect the diversity of the communities and markets we work in. Initiatives range from partnerships to diversify our candidate pool, to designing programmes such as Summit, focused on developing and retaining under-represented talent. We also invested in WPP Australia's reconciliation journey with the first step, Reflect, of its Reconciliation Action Plan – which aims to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander people (see page 46)
- **Creative use of media value and pro bono work** to support non-profit organisations and charities with anti-racist objectives, such as the #ExtraordinaryOrdinary campaign in support of the Stephen Lawrence Day Foundation to mark Stephen's legacy on the 30th anniversary of his death. We also match employee donations to a number of non-profit organisations up to \$1,000 per person per year to a total of \$1 million
- **Funding for 'bold, audacious and creative' initiatives** proposed by WPP employees that will create measurable impact in advancing racial equity around the world (see examples, right)

To date, we have invested \$21.1 million and committed a further \$1.9 million to projects kicking off from 2024. We will continue to invest to reach our \$30 million commitment.

➔ See more at wpp.com/racialequityprogramme

DETROIT EXPERIENCE STUDIO

US

Funded by WPP's Racial Equity Programme and VML, in partnership with UniWorld Group and Makerhouse, Detroit Experience Studio aims to break down barriers preventing Black creatives from entering the industry.

Detroit is considered one of the blackest cities in the US, with almost 90% of its BIPOC residents identifying as Black. Yet very few are entering the advertising industry. Detroit Experience Studio is a space for Black and Brown young people to maximise their potential through a free 10-week immersive programme. Students can build their skills in marketing, advertising and design while gaining real-life experience. To help remove barriers to accessing the programme, all expenses are paid and laptops and software are provided free of charge.



THE ONE SCHOOL

UK

We partnered with The One Club for Creativity to launch ONE School UK, a free 16-week online portfolio programme designed to open doors to a career in advertising for talented UK-based Black creatives from all walks of life.

ONE School teaches students how to navigate the industry as a Black person. Courses are taught by Black tutors – including some from WPP agencies – and are designed to help students bring their authentic voice into their work. The first cohort graduated in July.

Originally launched in the US in 2020 as a free alternative to ad schools, the results-oriented school has already made a tangible difference: an 80% hire rate at top agencies and brands for its 128 graduates to date, 65% of whom are women.



AUGMENTAL'S MOUTHPAD^

Changing the game in assistive technology

OFFER
TECHNOLOGY

AGENCY
WUNDERMAN THOMPSON (VML), PERU

CLIENT
AUGMENTAL

THE QUESTION

According to the World Health Organization, in Peru an estimated 250,000 to 500,000 people suffer a spinal cord injury every year. Despite advancements in assistive technologies, many struggle with restricted computer control and access to web-based services. As a result, they often experience reduced autonomy and the sense of frustration that goes with it.

THE ANSWER

Augmental's Mouthpad^ is an inspiring, inclusive design innovation opening up a new way for people with disabilities to interact with the world. The simple device sits comfortably in the mouth, allowing users to control a wide range of Bluetooth-linked devices with their tongue.

The tongue offers an alternative for interacting with digital platforms. Its dexterity and sensitivity can generate a wide range of movements, enabling control of computers, smartphones, tablets and other electronics in the same way as a fingertip touchpad.

Wunderman Thompson provided brand support and brand experience for Augmental's MouthPad^, led by the team in Peru and working with the agency's inclusive experience practice.

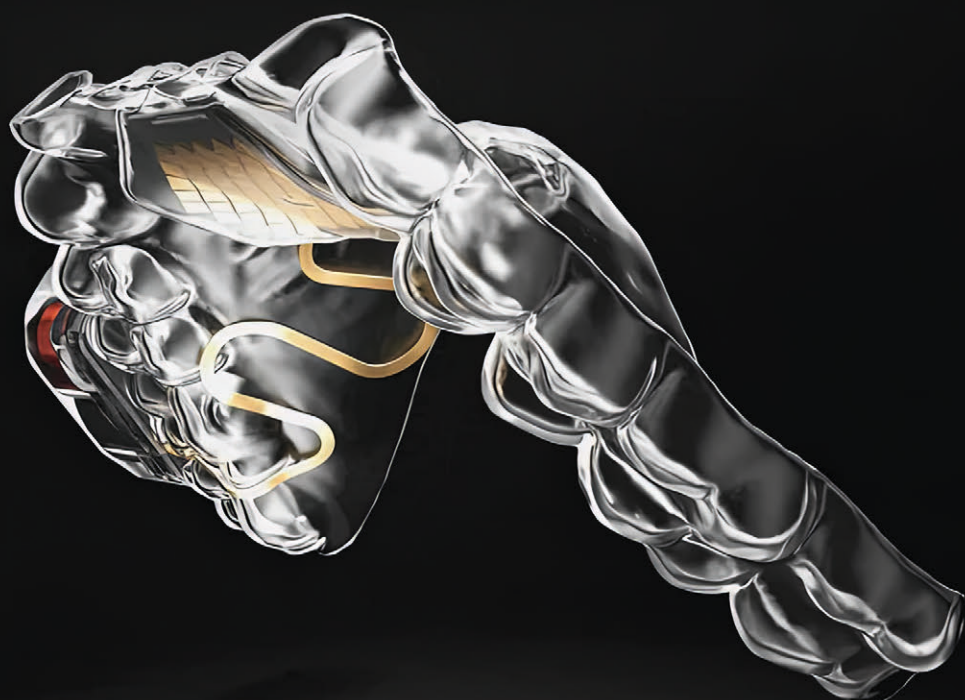
THE IMPACT

1.3bn
media impressions

1k
pre-orders in the first week

188k
organic impressions in one week

Awards
Grand Prix & Silver Cannes Lions 2023



Scan the QR code

RESPONSIBLE BUSINESS

We reduce risks to our business and clients by establishing clear responsible business policies and procedures and by being transparent about our progress

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SUSTAINABILITY GOVERNANCE AND MANAGEMENT

Our governance processes and policies help us manage sustainability risks and opportunities consistently across the Company

SUSTAINABILITY GOVERNANCE MODEL

THE BOARD

- Responsible for the overall long-term success of WPP and for setting our purpose, values and culture and strategic direction, including on sustainability
- Approves our Sustainability Policy and Environment Policy and, where relevant, considers the identification and mitigation of sustainability issues, including climate change, when overseeing major decisions (set out in WPP Matters Reserved for the Board, available on wpp.com)

BOARD COMMITTEES

SUSTAINABILITY COMMITTEE

- Supports the Board in its oversight of corporate responsibility, sustainability, environmental, social and governance (ESG) and related reputational matters
- Understands WPP's sustainability-related risks and opportunities
- Reviews and monitors the management and implementation of our sustainability strategy and Net Zero Transition Plan
- Reviews policy statements on environmental and social matters
- Meets at least four times a year, receiving in-depth progress reviews from management at each meeting, and provides an update to the Board following each meeting

→ See pages 5 and 6

AUDIT COMMITTEE

- Monitors the integrity of WPP's ESG disclosures, including the relationship with our ESG assurance provider
- Provides oversight of internal controls and risk management, including our ESG controls

→ See page 10, 2023 Annual Report

EXECUTIVE COMMITTEES

→ See page 115, 2023 Annual Report

EXECUTIVE COMMITTEE

- Assists the CEO in discharging his responsibilities
- Collectively responsible for implementing strategy, including sustainability strategy, ensuring consistent execution and embedding the Company's culture and values

DISCLOSURE COMMITTEE

- Reports to the Audit Committee
- Responsible for overseeing the accuracy and timeliness of Group disclosures, including sustainability and ESG, and reviewing controls and procedures in relation to the public disclosure of financial information

RISK COMMITTEE

- Assists the Board and Audit Committee by reviewing, monitoring and advising on compliance with laws, regulations, internal procedures, and industry standards, the design and implementation of WPP's compliance framework, compliance policies and procedures and risks that present themselves throughout WPP, including material sustainability and ESG issues

GROUP FUNCTIONS AND AGENCIES

- The Chief Sustainability Officer has overall operational responsibility for sustainability
- Our agencies are required to comply with our Sustainability Policy, and report performance to WPP on an annual basis
- We set a clear policy framework through our Code of Business Conduct, Sustainability Policy, Supplier Code of Conduct and other policies included in the WPP Policy Book
- Our sustainability team works to ensure consistent implementation of our standards and supports the business to identify sustainability-related risks and opportunities, informing the business through targeted briefings, programme meetings and status updates
- Our sustainability team monitors key performance metrics and collates status updates from the business, which are reported to the Chief Sustainability Officer, the relevant Executive committees and Board committees, and the wider business
- In 2023, this included training on ESG reporting and controls, our Green Claims Guide, and employee capability, building on our net zero strategy
- Progress against sustainability metrics and targets is communicated to the business on an annual basis

SUSTAINABILITY GOVERNANCE AND MANAGEMENT CONTINUED

OUR MATERIALITY PROCESS

We continually assess changing stakeholder priorities through ongoing dialogue (see page 50) in the course of doing business. We also use a materiality process to ensure our sustainability strategy, investments and reporting focus on the issues of greatest importance and relevance to our business and our stakeholders.

We completed our most recent impact materiality assessment in January 2023 (see page 51). The top three most material issues have remained consistent since 2020: climate crisis, misleading claims and misinformation, and diversity, equity and inclusion.

In 2024, we will conduct a double materiality assessment (DMA), informed by the impact materiality assessment on page 51. Our DMA will shape the future format and content of our ESG disclosures.

OUR CODE OF BUSINESS CONDUCT

At WPP, we want to encourage a culture of integrity and transparency where our people make the right decisions automatically and instinctively. Our policy framework and training set clear ethical standards for our people and agencies.

Our Code of Business Conduct applies to everyone at WPP. It sets out our responsibilities to our people, partners and shareholders to act ethically, legally and with integrity. Senior managers in all our agencies must certify each year that they have complied and will continue to comply with the Code, and our suppliers are asked to sign a copy of the Code or prove equivalence within their own policies as a pre-condition to engagement to confirm they will comply with its principles.

Part of our Code of Business Conduct is making sure that our people have the confidence and know how to speak up and raise concerns with their managers or supporting teams such as People, through WPP's business integrity team or by calling our Right to Speak hotline (which is confidential and allows for anonymity) if they experience or hear about behaviour which is at odds with the principles stated in our Code.

We publicise our Right to Speak hotline in induction packs, on our intranet and external website, in offices, in the WPP Policy Book and via our mandatory ethics training.

ETHICS TRAINING

100,000+

employees, freelancers and contractors completed online ethics training during the training period 2023-2024

People can also speak directly to the business integrity team, who receive reports through emails, calls, texts and in-person appointments.

Every report received from a whistleblower is investigated and reported into the Audit Committee by WPP's business integrity function. In general, there has been a steady increase in the number of reports received over the past few years, though they fell year-on-year in 2022 following a particular spike in 2020 and 2021, reflecting concerns raised and connected with Covid-19 and lockdowns. In 2023, a total of 612 reports were received from whistleblowers (2022: 372; 2021: 494; 2020: 418), 476 of which were through the Right to Speak hotline. The most commonly raised concerns were about respect in the workplace and protection of WPP's assets.

RISK MANAGEMENT

ESG risks are integrated into WPP's risk appetite and tolerance levels as well as our assessment, management and monitoring of principal risks. This includes the business review process, which includes assessing the possibility of winning or losing major business; succession and the addition or loss of a key employee; regulatory changes; sustainability, privacy, diversity and employment; political instability; and changes in accounting or corporate governance practice.

Our principal risks and uncertainties are set out in detail in the Strategic Report section of our 2023 Annual Report and include risks relating to climate change, cyber and data security and our ability to recruit and retain talented people.

ASSOCIATES, AFFILIATES AND ACQUISITIONS

We expect our associate and affiliate companies to adopt ethical standards that are consistent with our own. Our due diligence process for acquisitions and expansion into new markets includes a review of ethical risks, including those relating to bribery and corruption, human rights or ethical issues associated with client work.

We identify any specific human rights risks associated with different countries of operation, using sources such as Transparency International, Human Rights Watch and government guidance.

Acquired businesses must adopt our policies and their people must undertake our ethics training within a month of joining WPP. This is agreed in an integration plan before the acquisition is finalised, and we monitor progress.

INSTITUTE OF BUSINESS ETHICS

WPP is a member of the Institute of Business Ethics (IBE) and considers it an important partner and support for the approach that the Company takes to business integrity, sustainability and ethics. As set out more fully in the Risk Governance Framework on page 93 and Business Integrity Programme on page 94 of our 2023 Annual Report, we want to champion and facilitate a culture where our people feel that acting with transparency, honesty and integrity is an expected metric for success, and this is also the IBE's ethos.

The IBE shares knowledge and good practice as well as advice on the development and embedding of relevant policies through networking events, regular publications and training sessions, research and benchmarking reports.

The IBE is a registered charity funded by corporate and individual donations.

PUBLIC POLICY

Business can make a valuable contribution to the public policy debate

To protect the public interest, it is important that we conduct all lobbying with integrity and transparency.

Most of our public policy work is carried out for clients by our public affairs businesses, including lobbying public officials and influencing public opinion. We also advocate on issues that affect our business, people and wider stakeholders.

Our agencies engaged in public affairs include BCW, Hill & Knowlton and FGS Global. The majority of this work takes place in the US, UK and EU, although many clients are multinational businesses operating in many countries.

OUR STANDARDS

Our Code of Business Conduct and Political Activities and Engagement Policy govern our political activities. They commit us to acting ethically in all aspects of our business, and to maintaining the highest standards of honesty and integrity. Political activities should be conducted legally, ethically and transparently, and all related communication should be honest, factual and accurate. Our policies apply to all agencies and employees, at all levels.

Our Group Chief Counsel has responsibility for developing and implementing our Political Activities and Engagement Policy and public reporting procedures. Agency CEOs and CFOs in each country or region are responsible for implementing the policy locally.

Any third parties conducting political activities on behalf of WPP or our agencies must comply with the policy. Third parties are required to complete WPP mandatory ethics training or equivalent within their own organisations.

WPP agencies comply with all applicable laws and regulations governing the disclosure of public affairs activities. In the US, this includes the Lobby Disclosure Act and the Foreign Agent Registration Act, which are designed to achieve transparency on client representation and require lobbying firms to register the names of clients on whose behalf they contact legislators or executive branch personnel. A number of our agencies are listed on the EU Transparency Register

of lobbying activities. Our agencies in the US whose sole or primary business is lobbying have representatives of both major political parties among senior management.

Many of our agencies are members of professional organisations and abide by their codes of conduct. Examples include the UK Association of Professional Political Consultants and the European Public Affairs Consultancies' Association.

We will not undertake work that is intended to mislead, and always seek to identify the underlying client before taking on work. Our Assignment Acceptance Policy and Framework provides guidance to our leaders and people about how to conduct additional due diligence in relation to clients and any work we are asked to undertake (see page 31).

LOBBYING AND POLITICAL ADVOCACY

We occasionally directly contribute to the debate on public policy issues relevant to our business, people and wider stakeholders. For example, we are part of the Race to Zero campaign managed by the UNFCCC. We engaged with the UK Government on its AI regulatory framework by contributing to the public consultation, participating in ministerial roundtables, and providing insight into AI systems. Where relevant, we contributed to the public policy debate through trade bodies, such as the Federal Trade Commission's updated Green Guides, or the EU's rules on late payments.

We also support clients' advocacy on a wide range of issues, including LGBTQ+ rights, through both pro bono and paid work. Our agencies contribute to public policy debate in areas where they have expertise and a special interest, such as privacy, data protection and AI issues.

WPP agencies must implement clear procedures for employing serving or former politicians, including a six-month 'cooling-off' period for people joining WPP from public office or the public sector.

POLITICAL CONTRIBUTIONS

WPP agencies are not permitted to make direct cash donations. Other political donations can only be made with the prior written approval of a WPP Executive Director. Donations must be reported to WPP's legal function before they are made, to confirm they comply with this policy and to obtain the necessary approvals.

POLITICAL ACTION COMMITTEES

In countries where it is consistent with applicable law, individuals working at WPP agencies may make personal voluntary political contributions directly to candidates for office. BCW and FGS Global also maintain political action committees, which accept voluntary donations from their people to support political candidates. In 2023, these committees made disbursements worth \$164,389 (data from fec.gov).

MEMBERSHIP OF TRADE ASSOCIATIONS

WPP and our agencies are members of industry groups, business associations and other membership organisations with robust governance processes. WPP agencies must nominate a senior manager to manage and oversee trade association relationships.

We actively support initiatives and projects that align with our values and priorities, such as the Global DEI Census, Ad Net Zero and Global Alliance for Responsible Media. This can help accelerate progress across the industry. For example, we are working with trade bodies to agree a consistent and transparent methodology for calculating emissions from media placement.

WPP's memberships include: 30% Club, Accounting for Sustainability, the American Benefits Council, Business Disability Forum, Business in the Community, Champions of Change Coalition, China-Britain Business Council, Global Equity Organization, Institute of Business Ethics, Living Wage Foundation, Media Trust, RE100, UN Global Compact, Unmind, The Valuable 500, Women on Boards and Partnership for Global LGBTIQ+ Equality.

At a local level, our agencies are often members of local advertising, PR, public affairs and market research industry associations, as well as national chambers of commerce and business councils.

SUPPLY NETWORK

Creating an inclusive, sustainable, ethical and diverse network of suppliers

The wide range of services we offer and our organisational structure mean we have to manage a complex and dynamic supply chain.

We work with more than 60,000 parent companies across our supply network. Our suppliers fall into two main categories: 'indirect suppliers' providing goods and services such as IT, telecommunications, travel, facilities management, people services and real estate, and 'direct suppliers' used in client work such as advertising and marketing services, production and media.

In 2023 our newly expanded responsible procurement team strengthened how we manage environmental, social and governance issues in our supply chain, focusing on supply chain risk, carbon reduction and supplier diversity.

SUPPLY CHAIN RISK

We continually assess our supply chain risk based on country, industry sector, categories of goods and services and individual suppliers.

We have established due diligence processes to help us select suppliers that meet our responsible sourcing standards.

In 2023, we developed and rolled out a refreshed risk assessment methodology and mitigation framework, alongside workshops to help us identify and rank risks across each supply category. The next phase, which will continue into 2024, will assess key suppliers in each category, formulating plans to manage specific supplier risks.

Suppliers are asked to sign a copy of WPP's Code of Business Conduct or prove equivalence within their own policies as a pre-condition to engagement, to confirm they will comply with its principles.

These standards include requirements relating to labour practices (such as anti-harassment and discrimination, and health and safety), human rights (including modern slavery issues such as child, forced or bonded labour), social impacts (such as anti-bribery and corruption) and other sustainability issues.

Our Code of Business Conduct requires suppliers to apply similar standards to companies within their own supply chains, including evidencing diversity and social responsibility in their cultures, behaviours and attitudes. We also include a right-to-audit provision in the supplier documentation and/or standard terms and conditions of contract.

CARBON REDUCTION

We are committed to halving carbon emissions across our supply chain by 2030, from a 2019 baseline. We know that the size and complex nature of our supply chain makes this target ambitious, but it's one we are determined to reach. In 2023 we commissioned sustainability consultancy Anthesis to help map our indirect suppliers' carbon footprint in detail, identifying those 'carbon strategic suppliers' we can engage with to help reduce their emissions (below). This remains a priority in 2024 and beyond.

SUPPLIER DIVERSITY

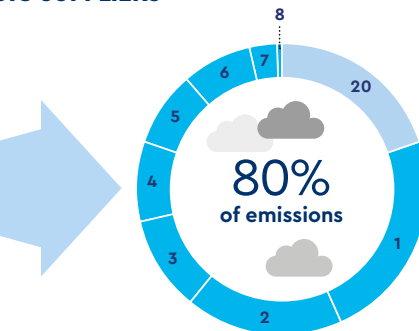
We are committed to including Certified Diverse Suppliers (CDS) in our purchasing lifecycle, both internally and for the benefit of our clients. We define CDS as minority-owned, women-owned, veteran-owned, LGBTQ-owned, service disabled, historically underutilised and small businesses.

We partner with Supplier.IO to actively search and include CDS in our sourcing process. We continue to support MSDUK (Minority Supplier Development UK) on its Integrated Supply Chain Accelerator scheme, hosting the Accelerator programme in January 2024. Through the programme we are one of four major industry leaders collaborating to find ways of embedding an ethos of diversity in our ways of working.

WORKING WITH OUR CARBON STRATEGIC SUPPLIERS



1 WPP manages a complex and dynamic supply chain of over **60,000** parent companies



2 However, **80%** of WPP's total indirect purchased goods and services' emissions come from around **800** suppliers

Sector	%
1 IT & Telco	23.5
2 Real Estate	17.4
3 Professional Services	10.5
4 People Services	8.9
5 Advertising & Marketing Services	8.4
6 Facilities Management	7.7
7 Travel, Expenses & Fleet	3.1
8 Uncategorized Spend	0.5
Total	80.0

3 This helps us prioritise which suppliers to work with to understand and reduce emissions

¹ Indirect purchased goods and services makes up 39% of PG&S emissions

HUMAN RIGHTS

Respect for human rights is a fundamental principle for WPP. In our business activities we aim to prevent, identify and address negative impacts on human rights.

We look for opportunities to promote and support human rights, including children's rights, through our business activities and in areas such as our pro bono work.

All WPP agencies must comply with our Human Rights Policy Statement, which reflects international standards and principles, including the UN Guiding Principles on Business and Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and UNICEF's Children's Rights and Business Principles.

Our most direct impact on human rights is as a major employer. We recognise the rights of our people, including those relating to freedom of association and collective bargaining, and do not tolerate harassment or any form of forced, compulsory or child labour. Human rights are included in the mandatory ethics training completed on joining, and then annually, by all employees.

We work with clients to manage any human rights risks from marketing campaigns, for example by protecting children's rights in relation to marketing. We will not undertake work that is intended to mislead on human rights or any other issue.

MODERN SLAVERY

We do not tolerate any form of modern slavery or human trafficking in any part of our business or supply chain.

We aim to implement appropriate measures to mitigate the risk of it occurring, either in our own operations or those of our partners.

We recognise the prevalence of modern slavery across all countries. To strengthen how we identify and manage modern slavery risk in our indirect supply chain, we recently partnered with third-party service provider SlaveCheck, who identify and flag any potential slavery risks or incidences within global supply chains.

We also introduced new mandatory modern slavery training, which was completed by all group procurement employees.

Our global supplier agreement includes a specific clause relating to modern slavery compliance. We reserve the right to terminate a contract with any supplier found to breach or fail to comply with any legislation relating to modern slavery.

➔ See wpp.com/sustainability/modern-slavery-act-statement

REMEDiation

Our people can report concerns or suspected cases of misconduct confidentially (and, if they wish, anonymously) through our independently managed Right to Speak facility, which is overseen by our business integrity team and is available via phone or email in local languages.

We publicise the facility in induction packs, on our intranet and external website, in offices, in the WPP Policy Book and via our mandatory ethics training.

Our people can also speak directly to our business integrity team who receive a number of reports through emails, calls, texts and in-person appointments.

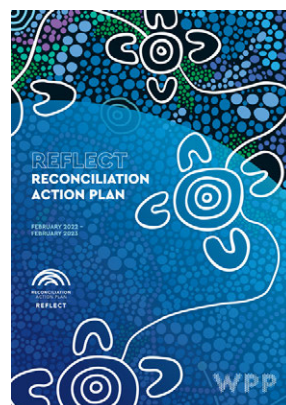
In 2023, a total of 612 reports were received from whistleblowers (see page 43). All reports were followed up, investigated where appropriate by our business integrity team, and reported to the Audit Committee. None of these reports were linked to concerns of human rights or modern slavery.

AUSTRALIAN RECONCILIATION ACTION PLAN

In 2023 WPP Australia and New Zealand completed its 'Reflect' Reconciliation Action Plan (RAP), which outlined a total commitment towards a more diverse, equitable and inclusive future. The plan, which was formally endorsed by Reconciliation Australia, paid respect to the rich culture of Aboriginal and Torres Strait Islander peoples. It enabled us to deepen our understanding of the unique contributions WPP can make to the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. As part of this, during 2023 WPP sponsored the interactive, state-of-the-art 'Burra Learning Place' at the Australian Museum, and took an affirmative stance on The Voice referendum.

At the end of 2023, we submitted our second 'Innovate' Reconciliation Action Plan to Reconciliation Australia for endorsement, which outlines actions for furthering our reconciliation efforts.

➔ [Download the Reflect Reconciliation Action Plan](#)



TAX POLICY

TAX PAYMENTS IN 2023

The Group paid corporation and overseas taxes of £395 million in 2023 (2022: £391 million). Estimated social security taxes collected and paid during 2023 were £1,137 million (2022: £1,104 million). Other taxes (primarily property taxes) paid during 2023 were £34 million (2022: £36 million).

We are working to quantify the wider economic impacts of our business and the benefits associated with our activities, including tax payments to governments.

GOVERNANCE

Responsibility for tax strategy, the supporting governance framework and management of tax risk, ultimately sits with the Chief Financial Officer (CFO). Day-to-day responsibility for each of these areas sits with the Group Tax Director, who reports to the CFO.

The Audit Committee, which is made up of Independent Non-Executive Directors, reviews the Group's tax strategy annually. It is supported by a tax risk management strategy, which aligns our monitoring and reporting of tax risks and controls with our policies for other risks and controls. Key risks and issues related to tax are escalated to and considered by the CFO throughout the year, and the Audit Committee (and, if appropriate, the full Board) on at least an annual basis.

We disclose our UK Tax Strategy in our 2023 Annual Report and key elements are summarised below.

MANAGING TAX RISK

As a large multinational group with operations globally, the Group is exposed to a variety of tax risks. These can be grouped under the following headings:

1. Tax compliance and reporting risks which cover risks associated with compliance failures, such as submission of late or inaccurate returns, the failure to submit claims and elections on time or where finance or operational systems and processes are not sufficiently robust to support tax compliance and reporting requirements

2. Transactional risks which arise where transactions are carried out or actions are taken without appropriate consideration of the potential tax consequences or where advice taken is not correctly implemented

3. Reputational risks which look beyond financial risks to the wider impact tax risk may have on our relationships with our stakeholders, including shareholders, clients, tax authorities and the general public

WPP Tax is made up of a team of tax professionals based predominantly in London and New York. In addition to an oversight role, they provide advice on tax-related issues, undertake or assist with tax filings, manage relationships with tax authorities and assist with various forms of tax and financial reporting.

Where appropriate, we look to engage with tax authorities to disclose and resolve issues, risks and uncertain tax positions. The subjective nature of many tax rules does, however, mean that it is often impossible to mitigate all known tax risk. Indeed, in certain situations, an element of tax risk may be maintained, where we believe our approach is consistent with the principles set out in our tax strategy and where the range of potential outcomes is in accordance with our risk parameters. Thus, at any given time, the Group may be exposed to some risk arising from its tax affairs, although one of the key responsibilities of WPP Tax is to manage and mitigate tax risk wherever possible.

TAX COMPLIANCE AND RELATIONSHIP WITH TAX AUTHORITIES

We are committed to complying with our tax filing, reporting, payment and disclosure obligations globally.

We look to maintain open and transparent relationships with the tax authorities in the jurisdictions in which we operate. This may take the form of discussing key developments in our business and the potential impacts of those developments. Equally, it may involve disclosing and seeking to resolve a known issue prior to the filing of the relevant tax return.

From time to time, our views (and those of our advisors) on the appropriate tax treatment in any given case may differ from those of the tax authorities. Where such circumstances arise, we will work constructively and proactively with the tax authorities in question, with a view to achieving an early resolution to any matters arising.

In accordance with transfer pricing regulations, our transfer pricing policies require transactions between group companies to be priced as though the companies are unrelated to one another.

TAX PLANNING

We will not engage in artificial transactions, the sole purpose of which is to reduce tax.

We enter into transactions or arrangements on the basis that they have the substance required by law, as well as a business, commercial or other non-tax purpose. Furthermore, we will not enter into transactions or claim tax incentives with the purpose of securing a tax advantage clearly and unambiguously contrary to the relevant legislation.

External tax advice is sought in relation to areas of complexity or uncertainty to support our work in complying with our tax strategy.

We will not enter into transactions or arrangements unless they are consistent with our tax strategy.

Our tax policy requires that, where tax law is unclear or subject to interpretation, we take external tax advice and any adopted tax position is at least probable to apply.

TRANSPARENCY

We support initiatives to improve international transparency on taxation matters, including OECD measures on country-by-country reporting and automatic exchange of information.

We do not tolerate tax evasion, nor do we tolerate the facilitation of tax evasion by any person(s) acting on our behalf.

ABOUT OUR REPORTING


We have reported on our sustainability performance since 2002. Our aim is to take an integrated approach to managing sustainability risks and opportunities and to reflect this in our reporting.

We include key performance information in our 2023 Annual Report and provide further details, data and case studies in this Sustainability Report and online.

Sustainability data is for the calendar year 2023 and covers all WPP subsidiaries.

The majority of data is collected twice a year through our financial reporting system. This covers all WPP subsidiaries – over 99% of direct employees. It does not include associate companies or joint ventures (see page 43). Our per person carbon footprint figures are calculated using data for full-time equivalent employees (FTEs).

DATA QUALITY

The selected ESG performance metrics marked with the symbol  throughout this report have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP (PwC) for the year ending 31 December 2023 in accordance with International Standard on Assurance Engagements 3000 (revised) and, in respect of greenhouse gas emissions data, International Standard on Assurance Engagements 3410, issued by the International Auditing and Assurance Standards Board.

➔ **For PwC's report and our methodology, see [wpp.com/sustainabilityreport2023](https://www.pwc.com/sustainabilityreport2023)**

As the majority of data is collected locally, reconciling inconsistencies in calculations and data capture can be challenging. This has prevented us from obtaining independent limited assurance over certain metrics, including waste, and health and safety data.

Throughout this report, we provide commentary on data quality for other selected ESG metrics.

We are working to improve both data quality and coverage so that over time we are able to seek independent limited assurance over a larger proportion of ESG metrics.

REPORTING FRAMEWORKS

We use external frameworks to help us implement good reporting practice, to ensure we are covering the topics of most interest to stakeholders and to aid comparison with other companies (see page 49).

Our Reporting Standards Index, available at wpp.com/sustainabilityreport2023, shows which topics and disclosures are covered and their location in the 2023 Annual Report or Sustainability Report.

We will continue to evolve our ESG disclosures in line with emerging ESG regulations and standards, including the EU's Corporate Sustainability Reporting Directive (CSRD) and the International Sustainability Standards Board's (ISSB) Sustainability Standards.

MATERIALITY ASSESSMENT

We completed our most recent impact materiality assessment in January 2023. The matrix on page 51 shows the issues our internal stakeholders (employees, future employees and leadership – horizontal axis) and external stakeholders (clients, investors, partners, suppliers and civil society – vertical axis) identified as important.

In 2024 we will conduct a double materiality assessment (DMA), informed by this impact materiality assessment. Our DMA will shape the future format and content of our ESG disclosures.

ABOUT OUR REPORTING CONTINUED

REPORTING FRAMEWORKS



Global Reporting Initiative (GRI): our report references selected GRI Standards, and our online reporting standards index lists these disclosures and their location in our report



Sustainability Accounting Standards Board (SASB): we include some metrics for the Advertising and Marketing Sustainability Accounting Standard in our reporting standards index



UN Global Compact (UNGC): WPP joined the UNGC in 2015. We are committed to its 10 principles covering the areas of human rights, labour, environment and anti-corruption. This report forms part of our Communication on Progress against the Global Compact Principles, covering the year 2023. Our online reporting standards index shows where our disclosures for each principle can be found



UN Sustainable Development Goals (SDGs): we support the UN SDGs as a framework for government agencies, civil society, the private sector and citizens to work together to create a more sustainable future. Our reporting standards index indicates where our work on sustainability is supporting progress towards the SDGs



World Economic Forum and International Business Council (WEF IBC) Measuring Stakeholder Capitalism core metrics: our disclosures against these metrics are listed in our online reporting standards index

Task Force on Climate-related Financial Disclosures (TCFD): we were early adopters of TCFD. In line with the UK Listing rules we have reported in accordance with the TCFD framework.

➔ See pages 62 to 68 of our 2023 Annual Report

BENCHMARKS AND RATINGS

We also disclose information through various investor indices and benchmarks. These include:



CDP: we participate in CDP Climate Change. In 2023, our score fell to B (2022: A-) reflecting changes in CDP's scoring criteria, which are designed to ensure companies continually improve their climate ambitions.

➔ To read our CDP climate change disclosure, visit [cdp.net](https://www.cdp.net)

We also share emissions data and climate strategy on request directly with our clients through CDP Supply Chain



RE100: WPP is a member of RE100, the global corporate renewable energy initiative. We are committed to sourcing 100% of our electricity from renewable sources by 2025, in line with its technical criteria



Bloomberg Gender-Equality Index: WPP was once again featured in the Bloomberg Gender-Equality Index in 2023



Valuable 500: WPP is a proud member of The Valuable 500, a global business collective made up of 500 CEOs and their companies, innovating together for disability inclusion



MSCI: WPP is rated AA by MSCI, placing us as a 'leader' among the 220 media and entertainment companies rated



Sustainalytics: based on our 2023 performance, WPP is rated as one of the 50 top performing companies in Europe. We achieve a risk rating of 'Low' and are ranked fourth among the 58 companies in the Sustainalytics 'Advertising' universe



Ecovadis: WPP has been awarded a silver medal by Ecovadis for our performance on sustainability

HOW WE ENGAGE WITH STAKEHOLDERS ON SUSTAINABILITY

Dialogue with stakeholders, including our people, clients and shareholders, provides valuable feedback and insight into sustainability risks and opportunities for WPP and our clients. Most stakeholder engagement takes place in the course of doing business. For more information on our stakeholders, what is important to them and how we engage with them, see pages 118 to 121 of our 2023 Annual Report.

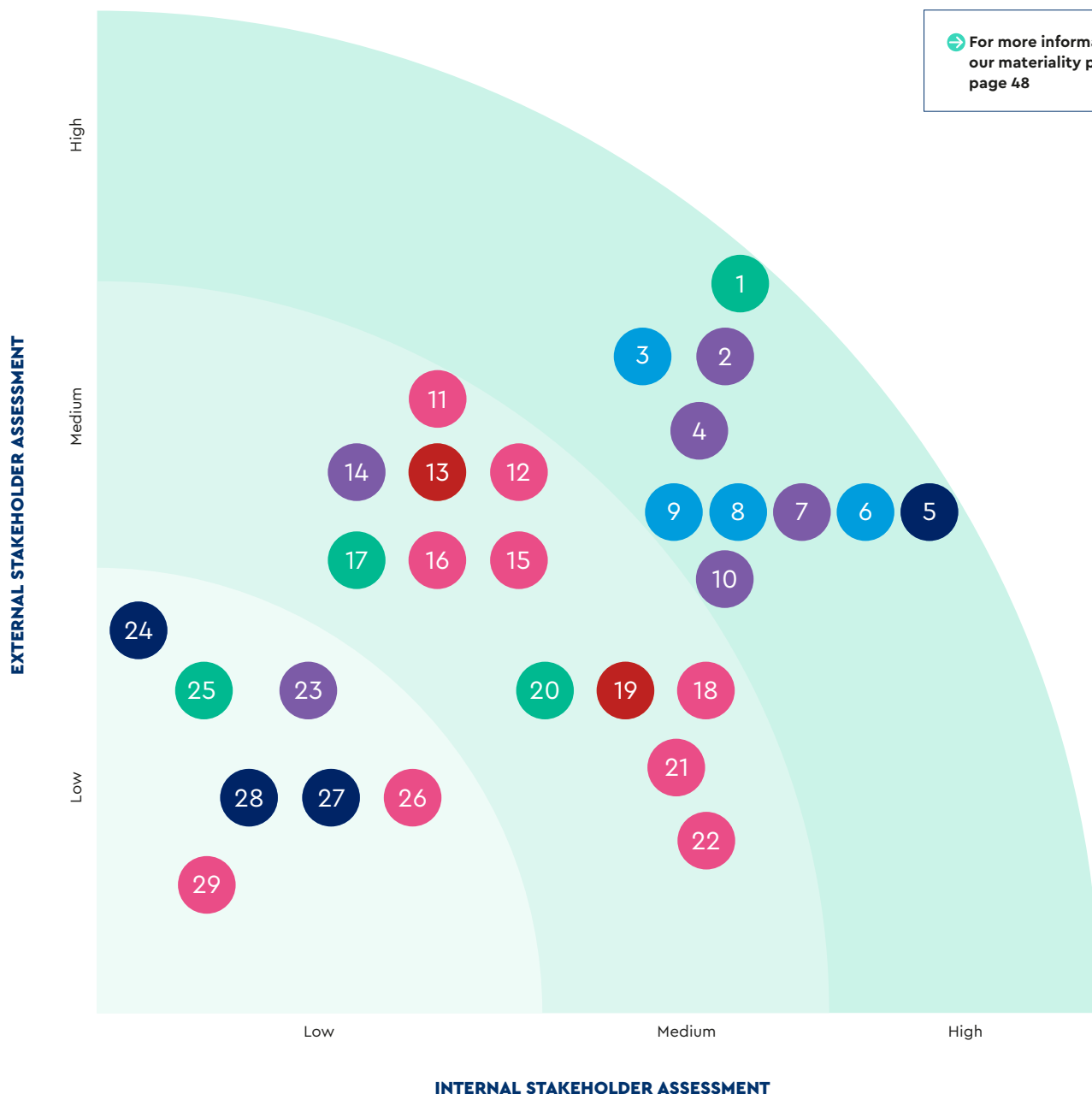
STAKEHOLDER GROUP

HOW WE ENGAGE

 <p>SHAREHOLDERS Our shareholders provide capital to invest in the business and support the valuation and liquidity of WPP shares. Shareholders benefit from the Board acting in the best interests of the Company and investing for long-term value generation</p>	<ul style="list-style-type: none"> - We believe the more we behave in line with our purpose, the better our business will perform, thereby maximising shareholder returns - We cover ESG as part of our extensive investor relations programme, which includes quarterly results presentations, investor days, the AGM, investor and analyst meetings, webcasts and ongoing email exchanges - We engage with ESG rating agencies and benchmarking organisations, including: Bloomberg Gender-Equality Index; Ecovadis; Ethibel; Equileap; Vigeo Eiris; FTSE Russell; ISS; Moody's; MSCI Research Inc.; Tortoise Responsibility 100, Sedex and Sustainalytics
 <p>GOVERNMENTS AND REGULATORS Governments receive the tax contributions we make to public finances, enabling them to invest in public services. Governments and regulators determine the policy frameworks that affect us and our stakeholders</p>	<ul style="list-style-type: none"> - We contributed £1.6 billion in taxes to public finances (2022: £1.5 billion) - We participated in consultations and ministerial roundtables relating to AI regulations, both directly and through industry bodies in the US, EU and Australia - We invite regulators and thought-leaders to events for our clients and our people on policy issues including AI and green claims - We actively support trade associations' initiatives and projects that align with our values and priorities, including Global DEI Census, Ad Net Zero (see page 31) and Global Alliance for Responsible Media
 <p>CLIENTS Our clients come from businesses across every sector. The work we do for clients provides our revenue and helps them grow their businesses, build relationships with their customers, and ready themselves for future success. We want to support our clients in delivering their sustainability goals</p>	<ul style="list-style-type: none"> - We continue to strengthen our sustainability capabilities to support clients (see page 30): clients gave us a score out of ten of 8.3 for our ability to support their DE&I goals (2022: 8.2) and 8.0 for our ability to support their sustainability goals (new in 2023) - We disclose our own sustainability policies and performance in response to client questionnaires and in pitches - We launched a client version of our Green Claims Guide and ran targeted training for employees and for clients in potentially higher-risk and higher-emissions sectors (see page 32)
 <p>SUPPLIERS AND PARTNERS Our suppliers range from small businesses to the world's largest technology partners. They provide us with the products and services we need to meet our clients' needs</p>	<ul style="list-style-type: none"> - We evaluate potential suppliers on a variety of factors, including workforce diversity, carbon reduction and human rights - We work with leading technology partners to develop people's skills (see page 9) - We introduced new mandatory modern slavery training for our global procurement team - We mapped carbon emissions across our indirect supply chain to help us prioritise supplier engagement (see page 45)
 <p>PEOPLE We depend on the talent, creativity and technology skills of our people. And we want our employees to embrace our purpose, culture and values. In return, our people receive salaries, pension contributions, employee benefits, career development and training</p>	<ul style="list-style-type: none"> - Our All In survey helps us better support employees, hold ourselves accountable, and create a culture that is inclusive and empowering for all (see page 14) - Our global Employee Community Groups provide support for our people with a shared identity or experience, including LGBTQ+, neurodiversity and more (see page 11) - We continue to link our DE&I goals to leaders' compensation and performance reviews - We offer a number of ways for people to learn, develop and thrive, investing £27.9 million in 2023 (2022: £31.3 million) - We continued to invest in our Mental Health Allies programme and published a new mental health policy (see page 15)
 <p>PLANET We are committed to responsible and sustainable business practices. We take steps to optimise our own environmental impact, but recognise that our greatest contribution to the planet is through our work, which can shift attitudes and change behaviours to build a sustainable future and a more inclusive society</p>	<ul style="list-style-type: none"> - We've set near-term science-based carbon reduction targets and are developing our Net Zero Transition Plan - Our Green Claims Guide, supported by training sessions, gives our people principles and practical tips for making accurate, authentic and material environmental claims - GroupM's client coalition of leading advertisers – representing \$10 billion in global advertising investment – is committed to accelerating media supply chain decarbonisation - We regularly respond to investors, rating agencies and benchmarking organisations on environmental issues, disclosing performance through CDP Climate Change and Supply Chain
 <p>COMMUNITIES We can help boost the impact of not-for-profit and non-governmental organisations by providing marketing and creative services, often on a pro bono basis, enabling them to raise awareness and funds, recruit members, and achieve campaign objectives. We believe that strengthening the communities in which we work is both the right thing to do and in our long-term interests</p>	<ul style="list-style-type: none"> - We are committed to advancing racial equity across our business, in our client work, and in the communities we are part of: we've invested \$21.1 million in internal and external initiatives to advance racial equity since June 2020 (see page 39) - Our total social contribution in 2023 was £36.1 million (2022: £35.5 million) - Our people generously donated to emergency relief appeals for those impacted by earthquakes in Turkey, Syria and Morocco, and in response to the terrible events in Israel and Gaza (see page 38)

WPP MATERIALITY ASSESSMENT

➔ For more information about our materiality process, see page 48



- People
- Planet
- Clients
- Communities
- Supply chain
- Governance and management

1 Including content with negative social or environmental impacts, such as hate speech or greenwashing, and ad placement alongside harmful content
 2 Attracting talent includes issues such as pay, while employee relations includes engagement and remediation
 3 Including the decision over whether or not to work with clients in sensitive sectors or on sensitive topics or products
 4 Including pro bono, donations and volunteering
 5 Including artificial intelligence and ad tech
 6 Including driving consumer behaviour change on social and environmental issues, eg climate change

HIGHER PRIORITY

- 1 Climate crisis
- 2 Misleading claims and misinformation¹
- 3 Diversity, equity and inclusion
- 4 Data ethics, privacy and security
- 5 Environmental impacts of our supply chain
- 6 Health, safety and wellbeing
- 7 Transparency in digital ad spend
- 8 Workplace culture, engagement and employee relations²
- 9 Attracting, developing and retaining talent²
- 10 Compliance with codes of practice and regulations

MEDIUM PRIORITY

- 11 Business integrity
- 12 Client products and impacts³
- 13 Investing in society⁴
- 14 Promoting sustainable business models
- 15 Operations in sensitive countries
- 16 Emergent technologies and innovation⁵
- 17 Circular economy
- 18 Sustainability leadership and strategy
- 19 Community relations
- 20 Water use
- 21 Anti-bribery and corruption
- 22 Government relations and lobbying

LOWER PRIORITY

- 23 Promoting sustainable behaviours and culture⁶
- 24 Human rights and labour practices in our supply chain
- 25 Biodiversity
- 26 Tax payments
- 27 Fair treatment of suppliers
- 28 Supplier diversity
- 29 Joint ventures, affiliate and associate companies and acquisitions

➔ To read full definitions of each stakeholder issue, visit wpp.com/sustainabilityreport2023

WHERE TO FIND US

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COMPANY INFORMATION

If you would like further general information about WPP, its agencies or any of the programmes or initiatives mentioned in this Annual Report, please visit our website, wpp.com, or email: enquiries@wpp.com

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FORWARD-LOOKING STATEMENTS

In connection with the provisions of the U.S. Private Securities Litigation Reform Act of 1995 (the 'Reform Act'), the Company may include forward-looking statements (as defined in the Reform Act) in oral or written public statements issued by or on behalf of the Company. These forward-looking statements may include, among other things, plans, objectives, beliefs, intentions, strategies, projections and anticipated future economic performance based on assumptions and the like that are subject to risks and uncertainties. These statements can be identified by the fact that they do not relate strictly to historical or current facts. They use words such as 'aim', 'anticipate', 'believe', 'estimate', 'expect', 'forecast', 'guidance', 'intend', 'may', 'will', 'should', 'potential', 'possible', 'predict', 'project', 'plan', 'target', and other words and similar references to future periods but are not the exclusive means of identifying such statements. As such, all forward-looking statements involve risk and uncertainty because they relate to future events and circumstances that are beyond the control of the Company. Actual results or outcomes may differ materially from those discussed or implied in the forward-looking statements. Therefore, you should not rely on such forward-looking statements, which speak only as of the date they are made, as a prediction of actual results or otherwise. Important factors which may cause actual results to differ include but are not limited to: the impact of epidemics or pandemics including restrictions on businesses, social activities and travel; the unanticipated loss of a material client or key personnel; delays or reductions in client advertising budgets; shifts in industry rates of compensation; regulatory compliance costs or litigation; changes in competitive factors in the industries in which we operate and demand for our products and services; changes in client advertising, marketing and corporate communications requirements; our inability to realise the future anticipated benefits of acquisitions; failure to realise our assumptions regarding goodwill and indefinite lived intangible assets; natural disasters or acts of terrorism; the Company's ability to attract new clients; the economic and geopolitical impact of the conflicts in Ukraine and Gaza; the risk of global economic downturn; slower growth, increasing interest rates and high and sustained inflation; supply chain issues affecting the distribution of our clients' products; technological changes and risks to the security of IT and operational infrastructure, systems, data and information resulting from increased threat of cyber and other attacks; effectively

managing the risks, challenges and efficiencies presented by using Artificial Intelligence (AI) and Generative AI technologies and partnerships in our business; risks related to our environmental, social and governance goals and initiatives, including impacts from regulators and other stakeholders, and the impact of factors outside of our control on such goals and initiatives; the Company's exposure to changes in the values of other major currencies (because a substantial portion of its revenues are derived and costs incurred outside of the UK); and the overall level of economic activity in the Company's major markets (which varies depending on, among other things, regional, national and international political and economic conditions and government regulations in the world's advertising markets). In addition, you should consider the risks described in Item 3D, captioned "Risk Factors," which could also cause actual results to differ from forward-looking information. In light of these and other uncertainties, the forward-looking statements included in this document should not be regarded as a representation by the Company that the Company's plans and objectives will be achieved. Neither the Company, nor any of its directors, officers or employees, provides any representation, assurance or guarantee that the occurrence of any events anticipated, expressed or implied in any forward-looking statements will actually occur. The Company undertakes no obligation to update or revise any such forward-looking statements, whether as a result of new information, future events or otherwise.

WEBSITE

WPP's website wpp.com gives additional information on the Group. Notwithstanding the references we make in this Annual Report to WPP's website, none of the information made available on the website constitutes part of this Annual Report or shall be deemed to be incorporated by reference herein.

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