



PEOPLE

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

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{ACCESS}ORIES

One size fits one

OFFER
BRAND-LED INNOVATION

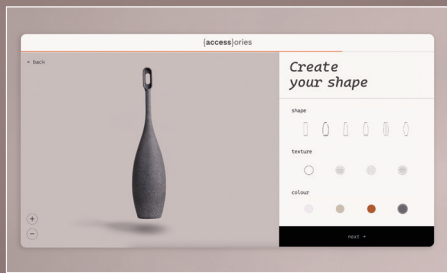
AGENCY
LANDOR, WORLDWIDE

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

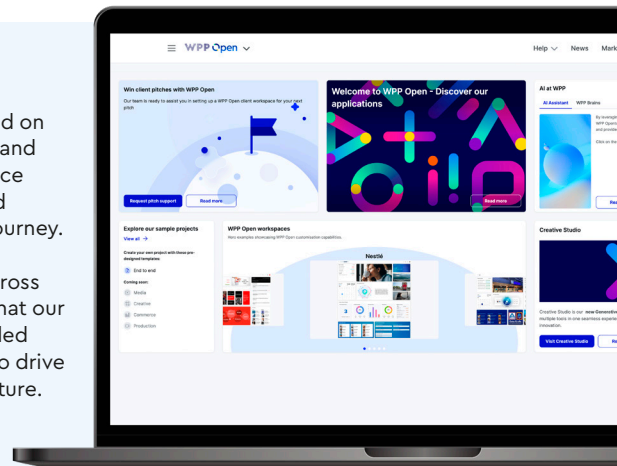
LOOKING AHEAD TO AN AI-ENHANCED FUTURE

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).

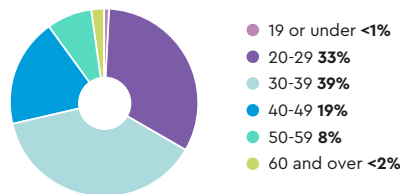
Also in the UK, our Visible Start programme provides midlife women with the skills they need to (re)enter the advertising world.

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 ¹	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 ¹	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 ¹	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 ¹	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.

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+

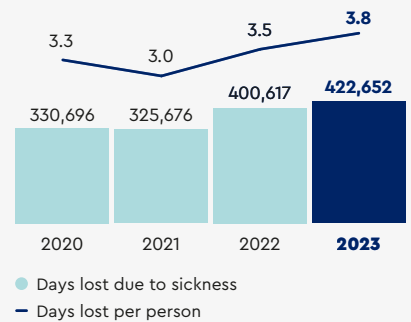
Mental Health Allies across Singapore, UK and US

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.

100%

employees with access to Employee Assistance Programme

DAYS LOST DUE TO SICKNESS



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.

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.

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.



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

