

SUSTAINABILITY

At WPP we use the power of creativity to build better futures for our people, planet, clients and communities.



"OUR EXPERTISE, CREATIVITY AND ABILITY TO SHIFT OPINION AND CHANGE BEHAVIOUR CAN HELP TO BUILD A MORE SUSTAINABLE AND EQUITABLE WORLD."

David Henderson
Global Corporate Affairs Director

We know we have the opportunity to reset and to create a more sustainable and equitable future.

WHY SUSTAINABILITY MATTERS

Like few other years before it, 2020 revealed the fragility of what was our way of life. The pandemic forced us to understand and appreciate those among us who have always been essential workers. The capturing on film of the most shocking of killings compelled us to face the truth that racial injustice is pervasive and endemic.

2020 also reassured. We have been reminded that necessity is the mother of invention; forced to work at home, we adapted fast.

And with the resources of the global scientific community and the will of the whole world, we invented multiple ways to inoculate against a virus that was unknown before last year.

OUR RESPONSE

Although the human and economic toll has been immense, our collective response and ingenuity again gives us reason for hope. We know we have the opportunity to reset how we live our lives, and to create a more sustainable and equitable future.

The task ahead may seem difficult, but 2020 should give us reason to be optimistic. At WPP, we are working with our people, clients and partners to take action, shift opinion and change behaviour in the ways that we need to achieve that goal.

COURAGE IS BEAUTIFUL

AGENCY
OGILVY LONDON & TORONTO

CLIENT
DOVE (UNILEVER)

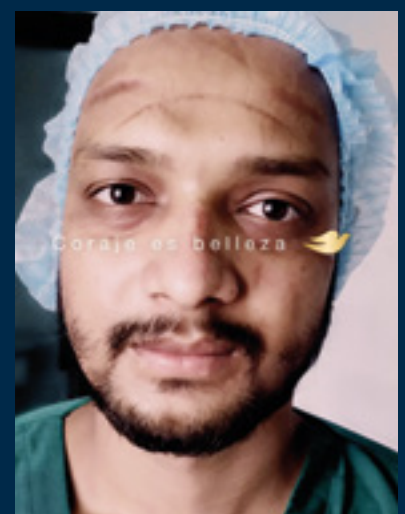
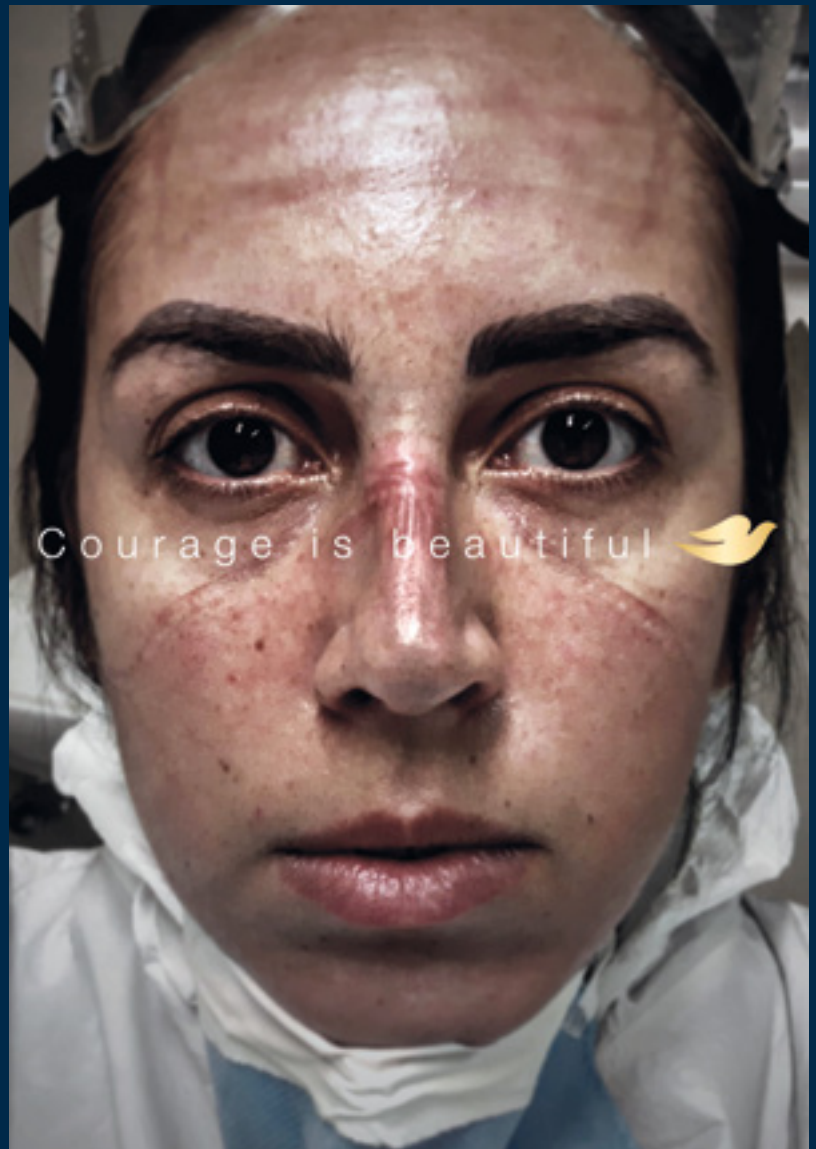
In times of crisis, beauty isn't how you look, but what you do. And during the pandemic, frontline workers have epitomised this beauty, reminding us there is no greater expression of yourself than the qualities of selflessness and bravery.

We have all seen striking images of nurses, doctors and other health professionals, their faces bruised by protective masks after long, exhausting shifts caring for Covid-19 patients.

Dove, which has challenged conventional notions of beauty for the last 15 years through its advertising, decided to honour the sacrifice and courage these images represent.

Ogilvy's challenge was to create a campaign that was true to Dove's brand purpose and deeply respectful of the healthcare workers shown. The team featured their powerful portraits in digital out-of-home media and films, thanking them directly and showing that Courage is Beautiful.











Launched in North America before rolling out across 15 countries, the campaign was covered by CNN, *The New York Times*, CBS, NBC and countless other media outlets, touching the hearts of millions and celebrating the extraordinary efforts of frontline workers around the world.



2bn
 earned media
 impressions

360,000
 hashtag mentions on
 Twitter on the first day

OUR SUSTAINABILITY STRATEGY

	 PEOPLE	 PLANET	 CLIENTS	 COMMUNITIES
MISSION	Become the employer of choice for all.	Maximise our positive impact on the planet.	Enable our clients on their sustainability journeys.	Use the power of our creativity and voice to create healthy and vibrant communities.
	  		 	 
DELIVERED BY	DRIVING DIVERSITY, EQUITY AND INCLUSION			
	Ensuring an inclusive working environment with fair representation.	Building Campuses which make a positive contribution to local communities.	Ensuring our client work is inclusive and accessible.	Advancing equity and inclusion through our work, external partnerships and initiatives.
	ACCELERATING THE SUSTAINABLE ECONOMY			
	Growing sustainability skills and knowledge across our industry.	Reaching net zero across our value chain by 2030.	Supporting our clients to reduce their emissions and deliver their sustainability goals.	Working with partners, social enterprises and clients to drive sustainability.
	ENSURING TRUST, FAIRNESS AND GOVERNANCE			
	A culture where everyone is treated with dignity and respect.	Developing common carbon metrics as we move to integrated reporting.	Ensuring fairness and high privacy and data ethics standards in our work.	Buying responsibly and building a diverse supplier network.
METRICS	<ul style="list-style-type: none"> - Proportion of women in senior leadership positions - Continued improvement of ethnicity data disclosure - Employee participation in listening and engagement programmes - Number of participants in sustainability or DE&I training programmes - Sustainability strategy embedded in executive remuneration 	<ul style="list-style-type: none"> - Progress towards net zero carbon emissions in our operations by 2025 (scope 1 and 2) and in our value chain by 2030 (scope 3) - Progress towards 100% renewable electricity - Phase out single-use plastics in our offices by 2021 	<ul style="list-style-type: none"> - Roll out diversity evaluation scores to track progress in inclusive marketing - Rate of growth in sustainable and inclusive client briefs - Building common standards to measure carbon emissions in media and production 	<ul style="list-style-type: none"> - Investment in pro bono work and free media space - Progress towards investing \$30 million in racial equity initiatives

We have set a new sustainability strategy that directs us to use the power of creativity to build better futures for our people, planet, clients and communities. It sets out the action we are taking to make sure we are the employer of choice for all people – a company where a sense of belonging is felt by everyone, and our differences are celebrated. And it shows how we are tackling the greatest environmental challenges we face, committing to reach net zero carbon emissions across our value chain by 2030.

We know our clients also recognise these challenges and are looking for support and advice. That is why we are increasing our skills and capacity to assist them to make the transition to a sustainable and inclusive world. As an employer of 100,000 people in more than 100 countries, we are using our unique convening power and global partnerships to effect positive change for society as a whole. That is why we are proud to partner with the United Nations, especially the World Health Organization

and UN Women, to provide our skills in creativity, communications, data and technology to support them as they support the world.

There has never been a better time to seize the opportunities before us. We are determined to do our very best to realise this potential.

Our sustainability strategy is aligned to all five elements of our corporate strategy.

STRATEGIC ELEMENT	SUSTAINABILITY STRATEGY		
VISION & OFFER	<p>SUSTAINABILITY AT THE HEART OF OUR OFFER FOR CLIENTS</p> <p>A growing number of clients are embracing inclusion, diversity and sustainability and looking to articulate the purpose of their brands. They look for partners who share their sustainability values and aspirations. Our commitment to responsible</p>	<p>and sustainable business practices helps us to broaden and deepen these partnerships, and to meet the growing expectations and sustainability requirements in client procurement processes.</p>	<p>Sustainability at the heart of our offer for clients, see page 72</p> <p>Transparency and trust, see page 86</p>
	<p>SOCIAL INVESTMENT</p> <p>Our pro bono work can make a significant difference to charities and NGOs, enabling our partners to raise awareness and funds, recruit members and achieve campaign objectives.</p>	<p>Pro bono work benefits our business too, providing rewarding creative opportunities for our people that often result in award-winning campaigns that raise the profile of our companies.</p>	<p>Investing in communities, see page 74</p>
CREATIVITY	<p>DIVERSE, EQUITABLE AND INCLUSIVE TEAMS</p> <p>Diversity and difference power creativity. We foster an inclusive culture across WPP: one that is equitable, tolerant and respectful of diverse thoughts and individual expression. We want all of our people to feel valued and able to fulfil their</p>	<p>potential, regardless of background, lived experience, sex, gender, race and ethnicity, thinking style, sexual orientation, age, religion, disability, family status and so much more.</p>	<p>Employer of choice for all, see pages 76-78</p>
	<p>PRIVACY AND DATA ETHICS</p> <p>Data – including consumer data – can play an essential role in our work for clients. Data security and privacy are increasingly high-profile topics for regulators, consumers and our clients. We have a</p>	<p>responsibility to look after this data carefully, to collect data only when needed and with consent where required, and to store and transfer data securely.</p>	<p>Privacy and data ethics, see page 88</p>
DATA & TECHNOLOGY	<p>GREENER OFFICE SPACE</p> <p>Our work to simplify our structure and consolidate our office space is driving a positive impact on our energy use and carbon footprint. We continue to move employees into Campuses, closing multiple</p>	<p>smaller sites and replacing them with fewer, larger, more environmentally friendly buildings that offer modern, world-class workspaces.</p>	<p>Planet, see pages 81</p>
SIMPLER STRUCTURE	<p>SHARED VALUES ACROSS OUR BUSINESS AND SUPPLY CHAIN</p> <p>Strong employment policies, investment in skills, and inclusive working practices help us recruit, motivate and develop the talented people we need to serve our clients in all disciplines across our locations.</p>	<p>Selecting suppliers and partners who adopt standards consistent with our own can reduce costs, improve efficiency and protect our reputation.</p>	<p>Employer of choice for all, see pages 76-78</p> <p>Supply network, see page 83</p>

THE CHOICE

AGENCIES

**CARTWRIGHT AND
GREY NEW YORK**

CLIENT

PROCTER & GAMBLE

The Choice is a film designed to move people to go beyond expressing feelings on social media and to take action.

It asks white people to use their power to tackle systemic racism and help fight the battle that Black people cannot win alone. *The Choice* was developed by Grey New York and Cartwright, and debuted on Oprah Winfrey's townhall *Where Do We Go From Here?* in the aftermath of the killing of George Floyd.

The film is the third in a series that began with *The Talk* and *The Look*, and which has reached huge mainstream audiences and started important conversations about race in America.

The series is part of P&G's ongoing anti-racism programme "Take on Race", which includes anti-racism resources on P&G's website and a \$5 million fund to aid social justice organisations.

528m

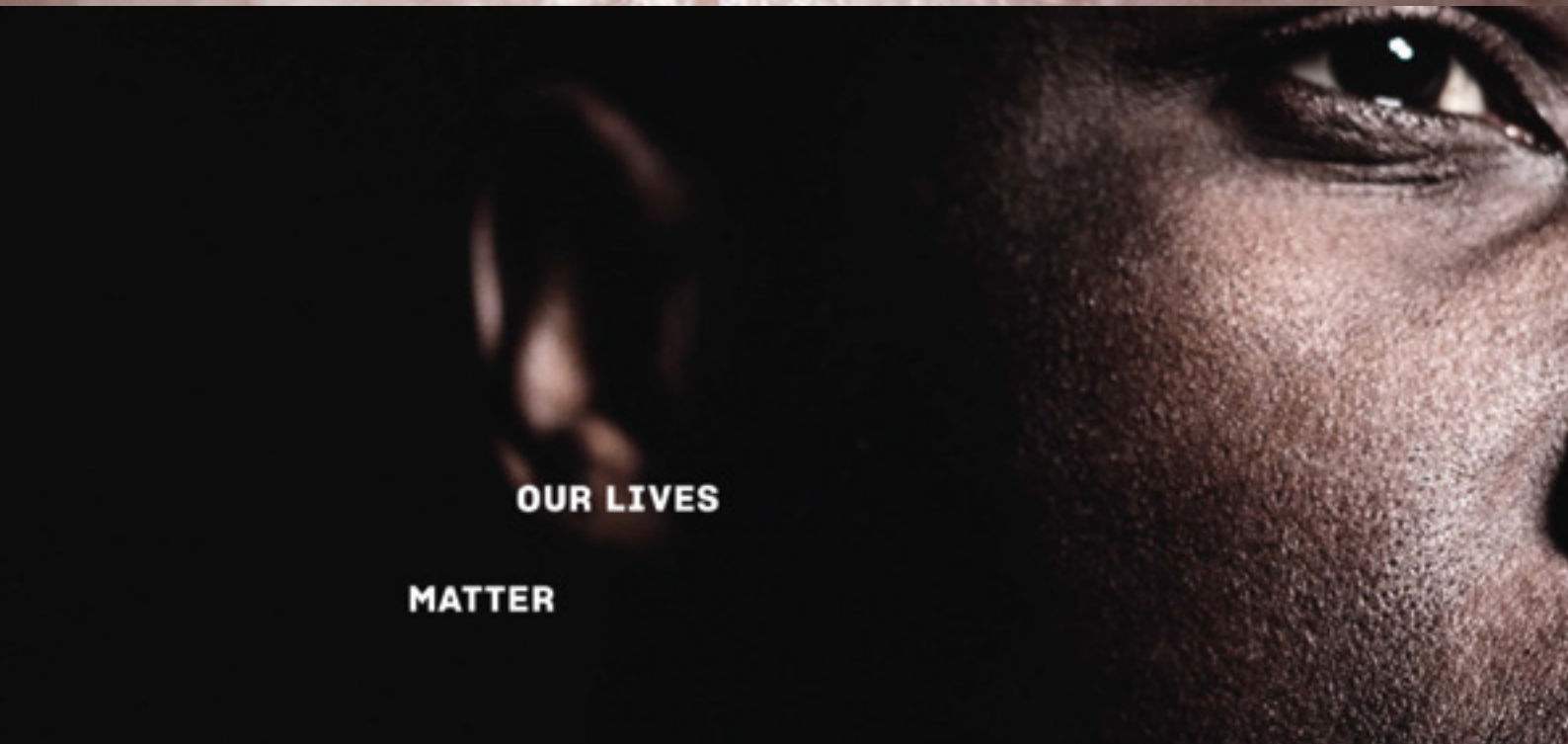
impressions in the first 20 days

Winner

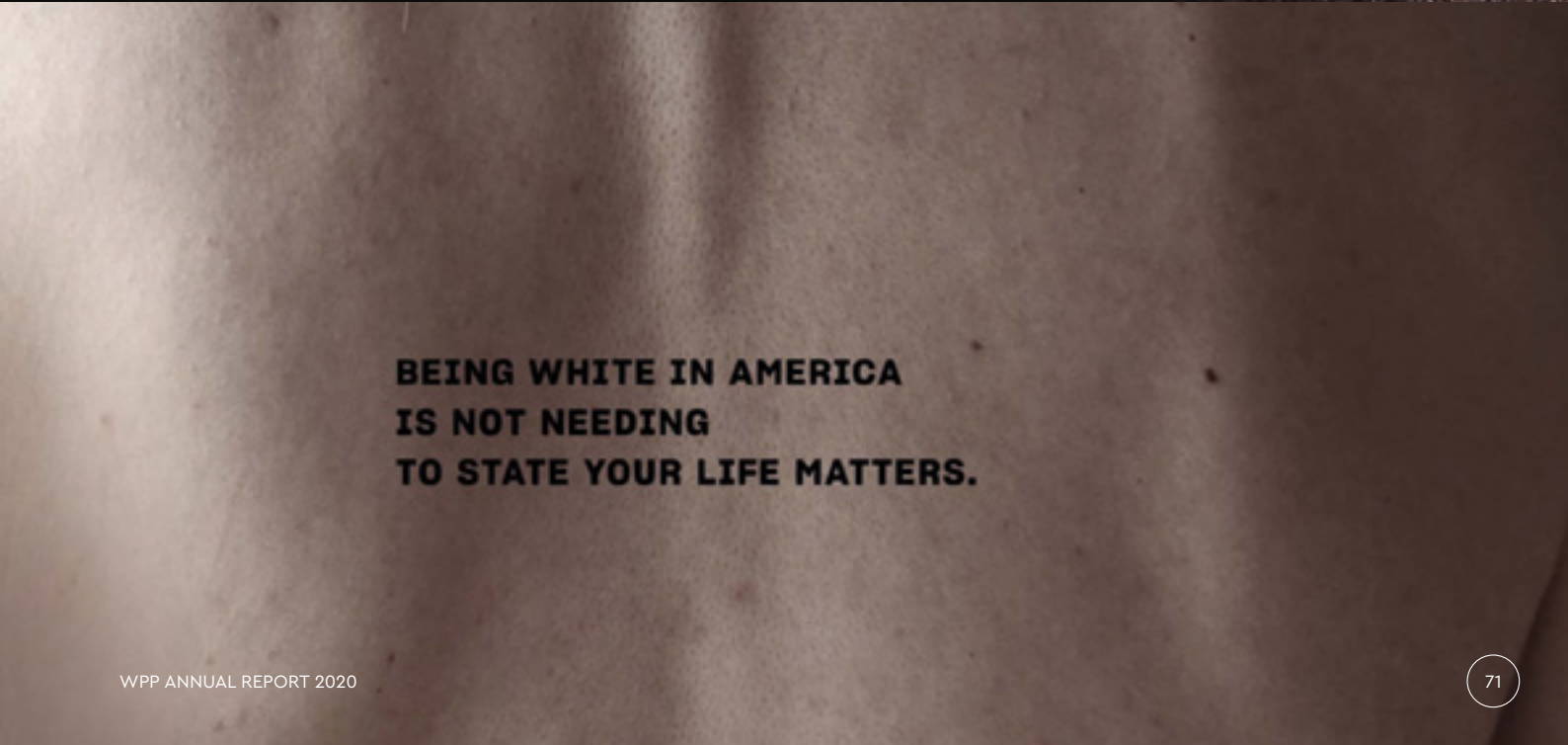
Marketing Dive's
Campaign of
the Year



**NOW
IS THE TIME
TO TAKE
ACTION.**



**OUR LIVES
MATTER**



**BEING WHITE IN AMERICA
IS NOT NEEDING
TO STATE YOUR LIFE MATTERS.**

PUTTING SUSTAINABILITY AT THE HEART OF OUR OFFER FOR CLIENTS



The work we do has the power to shift opinion and change behaviour, supporting our clients to transition to a sustainable and inclusive world.

We are working closely with clients as they adapt to a post-pandemic world and embrace purpose, diversity and sustainability to create a regenerative and inclusive "new normal". While challenging, today's landscape also offers major opportunities to create new markets for more inclusive and sustainable products and services.

WORK WITH IMPACT

The breadth and depth of our expertise means we can offer clients the latest technology alongside the creativity and sustainability expertise needed to inspire consumers and help shift behaviour to more sustainable norms.

Recognising our clients' growing focus on sustainable products and practices, we continue to strengthen our offer to ensure we can provide our clients with the best support and the expertise they need to deliver against their own sustainability ambitions. For example, in 2020 we became a founding member of AdGreen – alongside clients and partners including Google, Sky and Unilever – an initiative to unite the advertising industry to eliminate the negative environmental impacts of production.

During the year we established a Diversity Review Panel to provide a forum to escalate concerns around potentially offensive or culturally insensitive work and receive guidance and advice designed to ensure those concerns are appropriately addressed. To train and equip our client leads for the complexity of this issue, our new Inclusive Marketing Playbook and resource library codifies inclusive marketing principles and best practice for communications, marketing and new business projects. In 2021 we will also launch our Sustainability Playbook.

COMPLIANCE WITH MARKETING STANDARDS

Marketing is powerful – it can change attitudes and behaviour. It is critical that we apply high ethical standards to our work to ensure those changes are for the better. All the content we produce for clients has to meet rigorous standards and we will not undertake work which is intended or designed to mislead or deceive. This is covered in our Code of Conduct. We work hard to maintain high standards and strong compliance in areas such as ethics, human rights, privacy and data security.

There is growing scrutiny – from consumers and regulators – of the descriptions and labels used to promote the environmental credentials of products and services. We are working closely with our agencies to make sure that we are contributing to the discussion and to ensure that our marketing services promote transparency on the environmental attributes of products.

We require that all the work our companies produce for clients complies with all relevant legal requirements, codes of practice and marketing standards. 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.

Our agencies have policies and processes to mitigate against online advertising appearing on sites with illegal, illicit or unsuitable content.

As part of our commitment to ensure children's safety while engaging with content online, in 2020 WPP launched a partnership with SuperAwesome, the leading kidtech platform, to give our people and clients access to training,

industry-leading strategies and the latest privacy-by-design technology for the under-16 digital media space.

We also partnered with adtech start-up, Anzu, to help bring commonly accepted and widely applied digital advertising standards to fast-growing esports and gaming audiences.

ETHICAL DECISIONS IN OUR WORK

We have a review and referral process for work that may present an ethical risk, such as work for government clients, work relating to sensitive products or marketing to children.

Before our people can accept potentially sensitive work, they must refer the decision to the most senior person in the relevant office and then to the most senior WPP executive in the country concerned, who will decide if further referral to a global WPP executive is required. This referral process is covered in our How We Behave online training, which all staff (including freelancers working for more than four weeks) are required to complete annually.

Our companies also have copy-checking and clearance processes for the legal team to review campaigns before publication. These processes have strict requirements in highly regulated sectors such as pharmaceutical marketing.

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 page 90).



For more examples of our client work to address social and environmental issues, download our Sustainability Report 2020 from wpp.com/sustainability



U BY KOTEX®

AGENCY
MINDSHARE NEW YORK

CLIENT
KIMBERLY-CLARK

Today's advertisers have thousands of words and phrases on keyword exclusion lists, which tell automated digital advertising models not to place a brand's messages alongside content that is inappropriate or does not align with their values.

An unintended consequence is that important news stories and underrepresented communities can be excluded. Words like "dope" or "bomb", for example, can be incorrectly flagged as relating to drugs or violence, even though they are everyday jargon in Black culture – meaning that content brands may want to support is blocked, publishers lose out on revenue, and Black voices are, in effect, censored.

To address the problem, Mindshare launched a Black community private marketplace (PMP) to financially support Black journalism and community voices – with U by Kotex®, a brand that stands for championing women's progress, as the launch partner. The agency curated a list of Black publishers, content creators and artists for the PMP, which features everything from partners such as Pod Digital (the first Black-owned and curated podcast network) to a deal with Zefr that brings in over 150 Black YouTube creators.

It was the second in a series of "Inclusion PMPs" launched by the agency to help underrepresented communities in journalism; the first was a LGBTQ PMP launched in February 2020.

22%
efficiency saving
on expected cost
per thousand
impressions

5%
brand awareness
increase



INVESTING IN COMMUNITIES



We aim to give creativity back at scale. We can help boost the impact of charities and non-governmental organisations (NGOs) by providing marketing and creative services, often on a pro bono basis (for little or no fee).

This work is mutually rewarding. While enabling our voluntary sector clients to raise money and awareness, recruit members, and achieve campaign objectives, pro bono work also provides opportunities for our people to work on fulfilling, impactful and sometimes award-winning campaigns that raise the profile of our companies.

During the pandemic, we worked with governments, commercial clients, NGOs and international health bodies to produce public awareness campaigns to help limit the spread and impact of Covid-19. We secured and delivered more than \$45 million in free media space (\$43.5m) and pro bono work (\$1.5m) to provide global and regional support to the World Health Organization (WHO) to help it reach the public with its vital communications promoting social distancing and good hygiene.

In June 2020 WPP and its agencies made a number of commitments to advance racial equity (see page 49). These included a commitment to use our voice to bring about change, and to invest \$30 million over three years to fund inclusion programmes within WPP and support external organisations. In the second half of the year, our focus was on establishing a governance process to monitor and manage donations and ensure this fund has impact. We will report donations in 2021.

WHAT WE GAVE IN 2020

Our pro bono work was worth £12.6 million (2019: £10.6 million), for clients including UN Women and the World Health Organization.

We also made cash donations to charities of £4.3 million (2019: £5.2 million). Our pro bono work, combined with cash donations, resulted in a total social investment of £16.9 million (2019: £15.8 million), equivalent to 1.6% of headline profit before tax (2019: 1.2%).

WPP media agencies negotiated free media space worth £59.3 million on behalf of pro bono clients (2019: £18.9 million). Our total social contribution, taking into account cash donations, pro bono work and free media space, was £76.2 million, a significant increase versus 2019 (£34.7 million).

VOLUNTEERING

In addition to providing donations and pro bono services, we encourage our people to volunteer their time.

In 2020, 66% of our agencies took part in organised volunteering activities as part of their support for local communities. For example, to mark its Foundation Day VMLY&R ceased normal business operations for a day to give nearly 7,000 employees around the world the opportunity to support their local community through virtual and in-person charitable volunteer projects.

SOCIAL IMPACT

Our support helps charities and NGOs to continue to grow their work in critical areas such as improving health and education, reducing inequality and protecting human rights. Pro bono work is often worth more than an equivalent cash donation as it raises awareness of our partners' work while helping to increase donations, recruit members, change behaviour and achieve campaign goals.

We have conducted research to quantify this wider impact. Our most recent analysis shows that in 2020 our pro bono work created wider social benefits worth £108 million (2019: £92 million). This includes, for example, the impact of charities being able to improve health and wellbeing in communities. Adding in our charitable donations and free media space as well as our pro bono work, the wider social benefits created in 2020 were worth an estimated £649 million (2019: £291 million), a significant increase versus 2019 as our agencies have supported WHO campaigns to help fight the Covid-19 pandemic.

COMMON GROUND

Good communications are essential to bring about the shift in attitudes and behaviour needed to end extreme poverty, inequality and climate change by 2030 through the UN Sustainable Development Goals. Common Ground is a collaboration between the world's six largest advertising and marketing services groups and the United Nations, created to serve that purpose.

We work directly with the UN through our Common Ground initiative, partnering with UN Women to tackle gender inequality.

£108m

wider social benefits created by pro bono work in 2020

£649m

wider social benefits from pro bono work, charitable donations and free media space in 2020

¹ We have restated this figure using headline profit before tax to provide a comparable measure against 2019. Reported pre-tax profits have been restated as described in the accounting policies.

i Read our Quantifying our Impacts report and see more examples of our pro bono work in our Sustainability Report 2020.

MANTRA

AGENCY

**WUNDERMAN THOMPSON
SÃO PAULO**

CLIENT

AVON

In 2019, Brazilian soccer legend Marta Vieira da Silva was wearing Avon lipstick when she scored the goal that made her the top scorer in World Cup history. It was the perfect response to the prejudice that still exists towards female athletes in Brazil, sending the defiant message – as *The New York Times* put it – that “muscles and make-up mix just fine, thanks”.

Following the success of the World Cup partnership with Marta, Avon wanted to go further and launch a complete range of long-lasting beauty products. So, it invited athletes Pâmela Rosa (world record holder in street skateboarding), Raissa Machado (Paralympic record holder in javelin), and Vitória Rosa (Olympic Brazilian sprinter) to join Marta in a campaign for the new Power Stay collection.

Wunderman Thompson made a film demonstrating that Power Stay foundation, lipstick and concealer would stick with women all day, even while training. And to connect the challenges faced by female athletes in Brazil with the performance of the products, the traditional voiceover was replaced with a form of prayer – a mantra.

2bn+

media impressions

77m

views



EMPLOYER OF CHOICE FOR ALL



We foster an inclusive culture across WPP: one that is equitable, tolerant and respectful of diverse thoughts and individual expression.

DIVERSITY, EQUITY AND INCLUSION

Diversity and difference power creativity – from background, lived experience, sex, gender, race and ethnicity, to thinking style, sexual orientation, age, religion, disability, family status and so much more.

WPP does not tolerate harassment, discrimination or offensive behaviour of any kind. Our Code of Business Conduct sets out our commitment to select and promote our people without discrimination or concern for factors such as sex, gender, race and ethnicity, sexual orientation, age, religion, disability or family status. This Code applies to all our people. In 2020, we launched mandatory global inclusion and diversity training called Belonging, as part of our wider How We Behave ethics training.

Progress relies on accountability so, for the first time, we have included diversity, equity and inclusion goals in our incentive plans for senior executives from 2021.

i For information on our Code of Conduct and How We Behave training, see page 86

ETHNICITY

In July 2020, we released our United States Equal Employment Opportunity Commission (EEOC) data for 2018 and committed to reporting our workforce diversity data annually in our Sustainability Report. For our UK and United States data, see our 2020 Sustainability Report.

i For information on our commitments to advance racial equity, see page 49

DISABILITY

We recruit, select and promote our people 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.

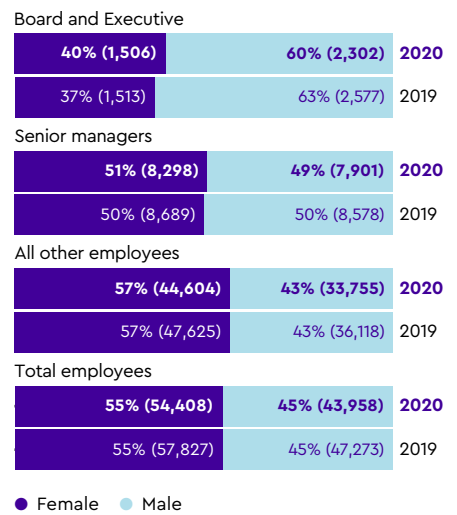
As an inclusive business we have signed up to The Valuable 500, a global initiative that is putting disability on the boardroom agenda by celebrating inclusion among 500 influential businesses. As part of our commitment, we established a centre of excellence for inclusive design to help our clients make their customer experiences disability-inclusive and accessible.

GENDER BALANCE

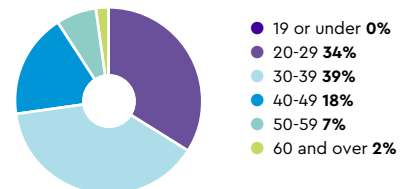
Much work remains to be done, but we have made good progress on gender diversity. 51% of our senior managers are women (2019: 50%) and the proportion of women in executive leadership roles increased to 40% (2019: 37%). At Board level, the proportion of women is 43%, compared with 40% in 2019. We aim to reach parity at all levels. We were ranked tenth by the Hampton-Alexander Review's FTSE 100 rankings for Women on Boards.

In 2019, WPP joined the 30% Club, a campaign group of Chairs and CEOs taking action to increase gender diversity on boards and management teams to a minimum of 30% female representation.

GENDER DIVERSITY



AGE DIVERSITY



We remain a committed signatory of the Women's Empowerment Principles, a guide for businesses on how to empower women in the workplace, marketplace and community. We are also a proud partner of UN Women, which is a significant beneficiary of our pro bono work.

LGBTQ+

In June 2020 we launched WPP Unite!, a cross-agency LGBTQ+ community, which advises on policies that impact the LGBTQ+ talent of WPP and its agencies. This year we were proud to be named one of the Best Places to Work for LGBTQ Equality in the 2021 Corporate Equality Index.

HEALTH, SAFETY AND WELLBEING

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

Our overall sickness absence rate in 2020 was 3.0 days per employee (2019: 3.8). 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 2020.

Work-related stress is one of our main – and growing – health and safety hazards. In 2020, the challenges created by the Covid-19 pandemic have taken their toll on our mental, emotional and physical wellbeing.

Our Employee Assistance Programme is a 24/7 service for employees and eligible family members that provides access to free confidential counselling and support, as well as resources on topics such as managing stress, dealing with loss and referrals to local financial or legal help. The programme now covers all of our people around the world.

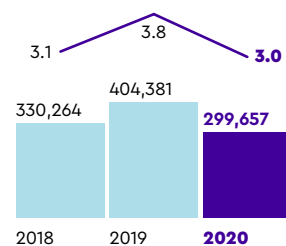
Though having good policies and procedures in place for managing mental health issues is important, we also need a working culture where people feel able to discuss concerns and seek support. Read more about how we are promoting employee wellbeing on page 48.

COORDINATED RESPONSE TO COVID-19

To help coordinate our response to the Covid-19 pandemic, our Covid-19 tracker app records real-time case status around the world.

Anonymised data is entered by local offices and aggregated, so users can drill down by agency and by country to get the latest status on Covid-19 cases. A "World Status dashboard" uses data from external sources to provide valuable context on topics including national case numbers and policies. We also use the app to track country-level changes to lockdowns, including restrictions on retail, hospitality and travel. This gives us a clear picture of the Covid-19 response by market.

DAYS LOST DUE TO SICKNESS



● Days lost due to sickness
 — Days lost per person

EMPLOYEE LISTENING AND ENGAGEMENT

We use formal and informal mechanisms to assess and improve employee engagement and satisfaction.

In 2020, we launched our first all-staff survey across our top five markets to better anticipate our people's needs and to shape our people strategy. This helped to form our 2021 Listening programme, which started with WPP Pulse – an anonymous, quarterly global survey, designed to gather and act on unfiltered, honest feedback.

We also launched new employee listening channels, including: virtual townhalls with the WPP CEO, which reached 39,000 participants; a series of "safe rooms" for open and candid discussions; and WPP TV, a channel for our people to share their creativity, expertise and insights.

Development needs are assessed during a formal appraisal process. In 2020, 89% of our people had a formal appraisal at least once a year (2019: 86%), including 360-degree appraisals for 69% of employees (2019: 65%).

i For information on skills, training and development, see Growth section on page 47

The vast majority (99%) of our companies carry out exit interviews with leavers, which often provide helpful feedback on our culture and practices in order to best implement changes and target areas for development and continuous improvement.

To ensure our Board understands the views of our employees on WPP's purpose, values and strategy, and to consult on key people issues, in 2019 we established our first People Forum in UK. Sponsored by our UK Country Manager, the Forum has representatives from across our UK business who gather feedback from their agencies to feed up to the WPP Board. In 2020, we held our first People Forum in the United States and established an India People Forum, which met for the first time in February 2021.

LABOUR RELATIONS

We support the rights of our people to join trade unions and to bargain collectively, although trade union membership is not particularly widespread in our industry. In 2020, around 4% of our employees were either members of a trade union or covered by a collective bargaining agreement (2019: 5%). We held 185 consultations with works councils, mainly in Europe (2019: 1,507).

We have made around 7,000 redundancies as a consequence of the Covid-19 pandemic and also as part of our transformation programme, as we merge and restructure some agencies. We consulted with our employees as appropriate and supported affected people through our employee assistance programmes which includes outplacement in appropriate cases. We have also created an internal talent marketplace to try and ensure any open roles are filled by employees who have the right skills before recruiting for those roles externally.

DENTISTS FOR ME

AGENCY
VMLY&R MUMBAI

CLIENT
COLGATE

When India went into lockdown to control the Covid-19 pandemic, people suffering from urgent dental problems had little or no access to dental care. Time was of the essence, so the VMLY&R team moved quickly, and in only three weeks launched Colgate Dentists for Me – India's first online dental consultation platform. The platform allows users to connect for free to nearby dentists for remote consultations and oral check-ups, via chat messaging, audio and video calls. The agency led everything from initial insights to the platform's design, content and development across web and apps. It also created a digital film as part of the social media strategy to showcase the service.

135,000
minutes of consultations
between dentists and
patients

50,000
unique sign-ups





H&M LOOP

AGENCY
AKQA GOTHENBURG,
UNIVERSAL LONDON

CLIENT
H&M

84% of clothing ends up as landfill or in the incinerator. It's time to change the way we see our old and worn-out clothes. Not as waste, but as a resource.

The solution? Give H&M customers the opportunity to recycle old clothing into something new, with Loop, the world's first in-store garment-to-garment recycling system.

Housed in a stunning glass box at an H&M store in central Stockholm, visitors select one of eight new, ready-to-wear designs, configured through the app, and watch as unwanted garments are fed into the Loop to get cleaned, shredded and spun into yarn without the use of water or chemicals.

Opposite the machine, eight giant screens display the end-to-end process behind it. Each depicts an individual step as a beautifully animated loop, which comes to life as customers walk by. ASMR sound enriches each film to heighten the sensory experience, and an accompanying website brings this revolutionary recycling system and its story to a global audience.

PLANET



We support urgent action to tackle the climate crisis.

We recognise that modern lifestyles and demand for goods have contributed significantly to the climate crisis and environmental degradation. WPP is a proud signatory to the UN Global Compact's Business Ambition for 1.5°C and we aim to be net zero across our supply chain by 2030.

We have managed our carbon footprint from owned emissions (scopes 1 and 2) and business travel (limited scope 3) for 15 years. We have cut carbon emissions per employee by 37% and absolute market-based scope 1 and 2 emissions by 41%, both since 2019.

During the year we carried out an assessment of our full value chain emissions. In 2019, WPP's scope 1, 2 and 3 emissions totalled 5.4m tCO₂e. Our new goals are underpinned by targets that are in line with the Paris Climate Agreement and will be verified by the Science Based Targets initiative across our value chain (scopes 1, 2 and 3) set against a 2019 baseline.

RENEWABLE ELECTRICITY¹

WPP is a member of RE100 and has committed to sourcing 100% of its electricity from renewable sources by 2025. In 2020, we purchased 65% of our electricity from renewable sources (2019: 37%), including 100% of electricity purchased in the United States and, for the first time, in Canada, the UK and most European markets.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

We support the TCFD and are developing our disclosures in line with its recommendations. Our third statement (see pages 216-218) is structured around four themes: governance, strategy, risk management, and monitoring progress. It sets out how we manage physical and transition climate-related risks and opportunities. Our climate risks include extreme weather and climate-related natural disasters, and reputational risk associated with misrepresenting environmental claims, working with oil and gas companies, and taking on environmentally detrimental briefs. Our opportunities include demand for sustainable products and services, and achieving resource efficiencies through cutting our carbon footprint and improving energy efficiency.

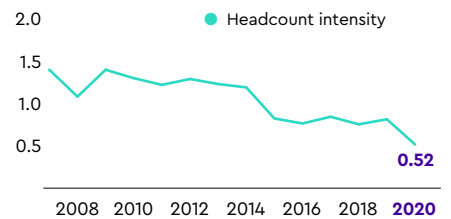
CIRCULAR ECONOMY

It has never been more important to transition to a circular economy. During the year, the Covid-19 pandemic increased global demand for single-use plastics. We remain committed to phasing out plastics that cannot be reused, recycled or composted across all of our offices and Campuses worldwide. To give our offices – many of which were unoccupied for much of 2020 – time to adjust to new safety requirements and consumption patterns, we have extended our timeline to December 2021. We are applying a new level of rigour to how we source products to ensure they comply with our Circular Economy Plastics Policy.

¹ Figure restated as part of data reviews upon joining RE100.

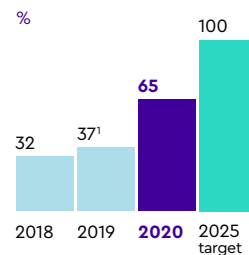
PERFORMANCE SUMMARY

SCOPE 1 AND 2 (MARKET BASED) TONNES CO₂e EMISSIONS PER PERSON



Our scope 1 and 2 market-based emissions for 2020 were 0.52tCO₂e/head, a 37% reduction from 2019. Our carbon intensity per £1 million revenue was 4.33 tCO₂e, a 35% reduction since 2019.

ELECTRICITY FROM RENEWABLE SOURCES



¹ For our carbon emissions statement, see page 219

TARGETS AND COMMITMENTS

2030

net zero carbon emissions across our supply chain (scope 3)

2025

net zero carbon emissions across owned operations (scope 1 and 2)

100%

renewable electricity by 2025

Zero

phase out plastics that cannot be reused, recycled or composted across our offices by end of 2021

THE GOOD DRUG TRAFFICKING

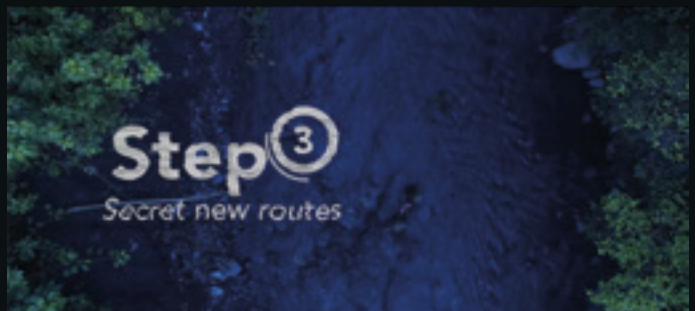
AGENCY
VMLY&R COMMERCE BOGOTÁ

CLIENT
COLIBRI FOUNDATION

With the ongoing humanitarian crisis in Venezuela, VMLY&R Commerce united with non-profit organisations to create The Good Drug Trafficking – a service that works with former smugglers to deliver restricted medicines and health supplies from Colombia to Venezuela in a safe and legal way.

Donations collected in Colombia by NGOs were given to foundations in Venezuela, through a network of volunteers advised by former traffickers who wanted to use their experience for good.

This huge campaign required the co-ordination of a large team of volunteers, foundations and NGOs, and meant that vital supplies continued to reach Venezuelan families in the greatest need.



30

tonnes of humanitarian aid has crossed the border since 2019

Winner

Gold El Ojo



THE Good Drug TRAFFICKING

Delivering Humanitarian Aid to save the lives of many

An alternative that brought together the expertise of former smugglers, NGOs and citizens from both countries to get donations to those in need.

SUPPLY NETWORK



WPP is committed to creating an inclusive, sustainable, ethical and diverse supplier network of business-enabling vendors.

Our Group procurement team manages centrally negotiated contracts with preferred suppliers. A significant proportion of additional procurement is delivered through contracts negotiated by budget holders within our agencies.

In 2020, we began an extensive transformation programme to modernise our procurement ecosystem and infrastructure and optimise how we buy. Workstreams include expanding our spend analytics tool across all markets by the end of 2022 and standardising processes and systems, beginning with the global roll-out of our travel programme in the second half of 2021.

SOURCING STANDARDS

Our Supplier Code of Conduct includes 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) as well as other sustainability issues. Our Code requires suppliers to apply similar standards to companies within their own supply chain, including evidencing diversity and social responsibility in their cultures, behaviours and attitudes.

SUPPLIER SELECTION

Our procurement policy requires that anyone who buys goods and services in any WPP agency considers sustainability risks and criteria to determine whether suppliers are fit for purpose. In 2020 we launched new Mindful Purchasing Guidelines which outline how to select suppliers and partners that meet our responsible sourcing standards.

As part of our supplier onboarding process, we evaluate potential suppliers on factors including assurance of diversity of workforce, supply, quality, service, cost, innovation and

sustainability. In 2020 we revised our supplier questionnaire to include new questions on supplier diversity and carbon reduction.

SUPPLIER DIVERSITY

WPP is committed to including Certified Diverse Suppliers in its purchasing lifecycle, both internally and for the benefit of our clients.¹

In 2020 we relaunched our Supplier Diversity Programme to support and encourage buying from Certified Diverse Suppliers. We also joined the Global Supplier Diversity Alliance with memberships in Australia, the UK and the United States, giving us access to global directories of Certified Diverse Suppliers and guiding us on best practice so diverse suppliers can win contracts and thrive in our ecosystem.

HUMAN RIGHTS

Respect for human rights is a fundamental principle for WPP. We aim to prevent, identify and address any negative impacts on human rights associated with our business activities.

Our human rights policy statement summarises our approach. It reflects international standards and principles, including the International Bill of Human Rights, the UN Guiding Principles on Business and Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work and the Children's Rights and Business Principles.

We are a member of the United Nations Global Compact and report progress against its ten principles annually.

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 we do not tolerate harassment or any form of forced, compulsory or child labour. Human rights are included in the ethics training completed by all employees, which we updated in 2020.

We work with clients to manage any human rights risks from marketing campaigns, for example by protecting children's rights in relation to marketing. WPP companies will not undertake work designed to mislead on human rights issues.

MODERN SLAVERY

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

WPP recognises the prevalence of modern slavery across all countries. We aim to implement appropriate measures to mitigate the risk of it occurring, either in our own operations or those of our partners. In 2020, we trained more than 100 members of our HR community on modern slavery risks and how to mitigate against these by following our responsible recruitment and mindful purchasing processes.

As part of our due diligence process, our supplier questionnaires include an assessment of modern slavery risk. Our Global Supplier Agreement includes a specific clause relating to modern slavery.

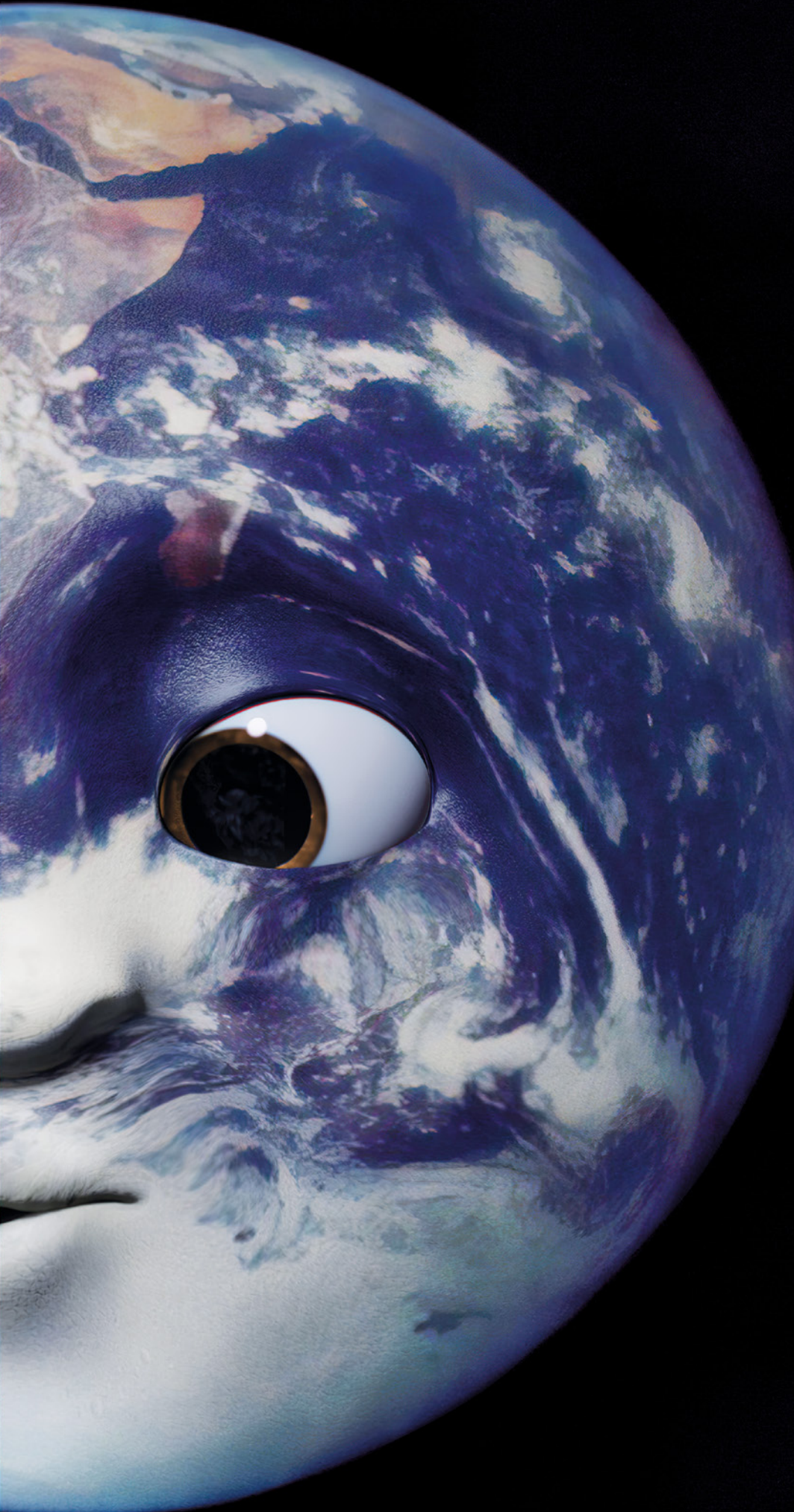
¹ Certified Diverse Suppliers are defined as minority-owned, women-owned, veteran-owned, LGBT-owned, service disabled veteran-owned, historically underutilised businesses and small businesses.

To learn more about our Supplier Code of Conduct, Human Rights Policy, and Modern Slavery Act Transparency Statement, see:



[wpp.com/sustainability/policies-and-resources](https://www.wpp.com/sustainability/policies-and-resources)





EARTH SPEAKR: IT'S TIME TO START LISTENING

AGENCY
AKQA COPENHAGEN

CLIENT
STUDIO OLAFUR ELIASSON

Earth Speakr is an interactive, augmented reality artwork, developed by contemporary artist Olafur Eliasson in collaboration with AKQA. It amplifies children's views on the future wellbeing of the planet, by inviting adults and today's decision-makers, change-agents and global leaders to listen to what young people have to say.

Earth Speakr uses augmented reality to blend children's faces with objects or materials in their surroundings – or even the planet itself – as they literally speak up on behalf of the environment. Adults are invited to participate by listening to the messages and creating augmented reality "Loud Speakrs" to amplify the powerful messages kids have to share.

Earth Speakr was funded by the German Federal Foreign Office on the occasion of the German Presidency of the Council of the European Union 2020 and realised in cooperation with the Goethe-Institut. It is available in the 24 official languages of the European Union and can be accessed worldwide.

2.5m
messages listened to

450,000
app downloads

TRANSPARENCY AND TRUST



We set clear standards, policies and procedures to ensure high levels of transparency and trust throughout our business.

OUR CODE OF CONDUCT

Our policy framework and training set clear ethical standards for our people and agencies.

The WPP Code of Business Conduct applies to everyone at WPP. It sets out our responsibilities to our people, partners and shareholders to act ethically and with integrity.

It is underpinned by more detailed policies on topics including anti-bribery and corruption, hospitality and gifts, facilitation payments, the use of third-party advisors, human rights and sustainability.

We want to embed a culture of integrity and transparency in which our people recognise that doing the right thing is good business.

We require our people to take our online ethics training, How We Behave, on joining and then on a regular basis, including after each update (at least every two to three years). Topics include diversity, human rights, conflicts of interest and avoiding misleading work. In 2020, How We Behave was refreshed to include new modules on sustainability and business integrity. More than 95,000 employees completed the training.

Our online training on anti-bribery and corruption covers the requirements of the Foreign Corrupt Practices Act and UK Bribery Act, including issues such as hospitality and gifts, facilitation payments and the use of third-party advisors.

Part of WPP's Code of Conduct is making sure that our people have the confidence to speak up and raise concerns through various channels without fear of retaliation. Our approach is described under Whistleblowing on page 92.

MANAGEMENT AND COMPLIANCE

Our Group Chief Counsel oversees our approach to ethics and compliance. Senior managers in all our agencies and our business and supplier partners are asked to sign a copy of the WPP Code of Business Conduct each year to confirm they will comply with its principles. Our Board-level Sustainability Committee and Executive Committee sustainability working group provide additional oversight and guidance on any ethical issues that may arise.

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 legal and business integrity teams 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 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 2020, we received 418 Right to Speak reports (2019: 361), all of which were followed up, investigated where appropriate by our legal and business integrity teams, and reported to the Audit Committee (see page 128).

ASSOCIATES, AFFILIATES AND ACQUISITIONS

We expect associate companies (those in which we hold a minority stake) and affiliate companies (preferred partners to whom we may refer business) 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 the Transparency International Corruption Index, Human Rights Watch country reports 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 Risk Governance Framework and Business Integrity Programme on page 90, we want to champion and facilitate a culture where our people feel that acting with 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



We believe that business can make a valuable contribution to public policy debate. To protect the public interest, it is important to conduct all lobbying with integrity and transparency.

Most of our public policy activity is work that our public affairs businesses carry out for clients, including direct lobbying of public officials and influencing public opinion. On occasion, we also advocate on issues that affect our business.

Our public affairs companies include BCW, Finsbury Glover Hering and Hill+Knowlton Strategies. The majority of their work takes place in the United States, the UK and the 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, and both are available on our website. These documents commit us to acting ethically in all aspects of our business and to maintaining the highest standards of honesty and integrity. Political activities in particular 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.

Many of our companies are members of professional organisations and abide by their codes of conduct. Examples include the UK Association of Professional Political Consultants (APPC), and the European Public Affairs Consultancies' Association (EPACA).

WPP companies comply with all applicable laws and regulations governing the disclosure of public affairs activities. In the United States, this includes the Lobby Disclosure Act and the Foreign Agent Registration Act, which are designed to achieve transparency on client representation and require lobby 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 voluntary EU Transparency Register of lobbying activities.

Our companies in the United States whose sole or primary business is lobbying have representatives of both major political parties among senior management.

We will not undertake work that is intended to mislead and always seek to identify the underlying client before taking on work. We do not knowingly represent "front groups" purporting to be independent campaign groups but which are in fact controlled by another organisation for the purpose of misleading.

Our Group Corporate Affairs Director has responsibility for developing and implementing our political activity policy and public reporting procedures. The CEO and CFO in each country or region are responsible for implementing our policy at the local level.

Any third parties conducting political activities on behalf of WPP or its agencies must comply with our Political Activities and Engagement Policy. Third parties are required to complete the WPP ethics training or equivalent within their own organisation.

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 legal 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 companies may make personal voluntary political contributions directly to candidates for office. Several of our businesses, including BCW and Finsbury Glover Hering also maintain political action committees (PACs) which accept voluntary donations from their people to support political candidates. In 2020, these PACs made disbursements worth \$108,037 (data from fec.gov).

LOBBYING AND POLITICAL ADVOCACY

We occasionally contribute to the debate on public policy issues relevant to our business, sometimes through our public affairs agencies.

We advocate on sustainability issues, through partnerships such as the Common Ground initiative in support of the UN Sustainable Development Goals. Demet İkiler, WPP's Turkey Country Manager and EMEA CEO of GroupM, serves on the local board of the UN Global Compact with responsibility for diversity and inclusion. Karen Blackett OBE, WPP's UK Country Manager and GroupM UK CEO, serves as a member of the Board of the UK's Cabinet Office.

Our agencies contribute to public policy debate in areas where they have expertise and a special interest. Our digital and research companies, for example, are involved in privacy and data protection 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.

MEMBERSHIP OF TRADE ASSOCIATIONS

We are members of trade associations, industry groups and membership organisations which undertake lobbying activity on behalf of their members. We select organisations with priorities and values aligned with our own and with robust governance processes. WPP companies must nominate a senior manager to manage and oversee trade association relationships.

At a Company level, our memberships include: 30% Club, the American Benefits Council, BritishAmerican Business Inc., Business Disability Forum, CBI, China Britain Business Council, Executive Leadership Council, Institute of Business Ethics, the Northeast Business Group on Health, PARC, RE100, The Valuable 500, Women on Boards, and the World Economic Forum.

In our markets, 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.

PRIVACY AND DATA ETHICS



Throughout 2020 we continued to build on our established foundations for data protection and particularly for data privacy. With increasing regulation and the increased importance of these matters for consumers, WPP demonstrates, through its expertise and direct engagement, that we are a trusted partner for our clients, suppliers and associates.

We are seeing – and responding to – increased regulation with the introduction of new laws in Brazil, California and South Africa and we have policies and governance implemented ensuring we are well placed as countries introduce similar regulation. Through our active engagement in industry bodies, particularly in the UK with the Advertising Association and the United States with the 4As and the Network Advertising Initiative, we are able to monitor and influence the changing regulatory landscape.

Our Group Chief Privacy Officer leads our work on privacy, supported by our Global Data Protection Officer. Together, they provide practical guidance and support to our agencies, ensure that privacy risks are well understood, and promote best practices.

CLIENTS

We are understandably seeing increased interest and engagement from our clients on data privacy, protection and ethics, not only through commercial and contractual negotiations, but throughout the operational relationship. Our privacy teams have established direct relationships with their client counterparts to ensure alignment and engagement on this subject and we have jointly hosted privacy-focused client sessions establishing a shared understanding in the work being undertaken.

DATA ETHICS

Data ethics continues to be a focus for WPP. In 2020 we launched the WPP Data Ethics Statement, complemented by the WPP AI Statement, outlining to our people, clients and stakeholders the foundations of our ethical data processing. In 2021 we will be introducing full policies for both data ethics and AI.

GroupM, WPP's media investment group, recently launched the industry's first tool to operationalise data ethics. The Data Ethics Compass allows advertisers to evaluate the ethical risk level of data assets and decisions.



groupm.com/newsroom/groupm-operationalizes-data-ethics-with-a-proprietary-scoring-logic-criteria-and-standardization-tool/

DIVERSITY, EQUITY AND INCLUSION

WPP is committed to diversity, equity and inclusion in our business, supply chains and client work. Whilst this is achieved through our actions and initiatives, we must also measure achievement against our own commitments. Clients are increasingly asking us to demonstrate our people are from diverse backgrounds and representative of their own customers. For over 30 of our markets, we have developed detailed guidance on how we can collect and report on such data in line with regulations and in a way that is culturally sensitive to our own people.

i For information on ethnicity data, see our Sustainability Report 2020

GOVERNANCE, POLICIES AND TRAINING

We have established the WPP Risk Sub-committee focusing on data privacy, security and ethics. Co-chaired by WPP's Chief Privacy Officer and Chief Information Officer, the Sub-committee consists of representation from across the security, technology and data leadership. The Sub-committee is responsible for reviewing and monitoring the Group's approach to regulatory and legal compliance, as well as monitoring data privacy, ethics and security risk. This Sub-committee is pivotal in our approach to our own and our clients' data, as well as contributing to our overall strategy.

2020 saw the first full-increment version of the WPP Data Privacy & Security Charter. Bringing together our related policies, the Charter communicates our approach to data, setting out core principles for responsible data management through our Data Code of Conduct, our technology, privacy and social media policies, and our security standards (based on ISO 27001).

Last year we launched the revised data protection and privacy Safer Data training as part of the relaunch of the WPP How We Behave training. Completed by all staff, the new training completely overhauls the content and delivery. This training is augmented by subject-focused training, where required, covering specific regulations, regional laws or activities undertaken by our agencies.

Our annual Data Health Checker provides us with insight into how data is used, stored and transferred and helps to identify any parts of the business that need further support on data practices. The results show us that the majority of our agencies continue to have mitigation measures that match or exceed their level of privacy risk, with the average risk score being 1.6 out of five, where five is the maximum score possible and indicates maximum risk.

ARTIFICIAL INTELLIGENCE, MACHINE LEARNING AND DATA

The Privacy, Data Protection and Security teams work closely with the Group WPP CTO function facilitating both strategic and compliance alignment particularly for the development of client-focused data services. Specifically, we recognise our clients' focus on the increasing importance of first-party data and data access and variety rather than acquisition at volume.

We are developing skilled, knowledgeable teams with an awareness and understanding about the centrality of data to our business (supported by programmes such as Demystify AI). We have launched a partnership with the Open Data Institute and are rolling out the WPP AI Academy in partnership with Coursera.

Recognition and elevation of the contribution that our data specialists make to our business has been fostered through the launch of the highly successful WPP Open Data & AI Community along with the Chief Data Officers' Group, which both seek to encourage a culture of curiosity and sharing.

OUR APPROACH TO SUSTAINABILITY



EMBEDDING SUSTAINABILITY IN OUR COMPANIES

WPP sets sustainability policy, with every agency responsible for implementation. We have a clear policy framework through our Code of Business Conduct, Sustainability Policy, Supplier Code of Conduct, Data Privacy and Security Charter, Human Rights Policy Statement and other policies included in the WPP Policy Book. We track progress using our social and environmental key performance indicators.

Our internal sustainability advisors are working to ensure consistent implementation of our standards. In 2020, we launched a sustainability audit across 21 countries to establish a baseline of sustainability policies and performance.

We also established new green teams in India and the Netherlands to share best practice and encourage collaboration.

STAKEHOLDER ENGAGEMENT

Dialogue with our stakeholders, including our people, clients and shareholders, provides valuable feedback and insight into sustainability risks and opportunities, for our Company and our clients.

Most stakeholder engagement takes place in the course of doing business. We work with clients on sustainability issues (see page 72). Information on employee engagement is on page 78. In 2020, as part of our sustainability strategy review, we conducted a formal sustainability stakeholder mapping exercise with H+K to help strengthen the effectiveness of our engagement on sustainability issues.

INVESTOR ENGAGEMENT

Our involvement with investors, rating agencies and benchmarking organisations on sustainability during 2020 included: Bloomberg Gender-Equality Index; Ecovadis; Ethibel; Vigeo Eiris; FTSE Russell; Human Rights Campaign Foundation's Corporate Equality Index; MSCI Research Inc.; Sustainalytics; Thomson Reuters D&I Index; and Workforce Disclosure Initiative (WDI).

We are included in the FTSE4Good Index and participate in the CDP climate change benchmark, receiving a rating of B in 2020 (2019: B).

OUR MATERIALITY PROCESS

We use a materiality process to ensure our strategy, investments and reporting focus on the issues of greatest importance and relevance to our business and our stakeholders.

Our first formal materiality assessment in 2014 included interviews with clients, investors, NGOs, and sustainable business experts, as well as with senior executives in our Company functions and our agencies. We carried out further reviews in 2016 and 2017. Our most recent formal materiality assessment was completed in January 2020 and reflected our new corporate strategy and changing stakeholder priorities (see 2020 Sustainability Report).

UNITED NATIONS 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.

We have analysed the 17 Global Goals and the 169 targets which sit behind them to identify those which are most relevant for our business. To learn more about the Goals we believe we can make the most significant contribution towards, see our full Sustainability Report 2020, available as a PDF download.

ABOUT OUR REPORTING

Data included in this Annual Report is for the calendar year 2020 and covers all subsidiaries of the Company. Some key environmental and people data is verified by Bureau Veritas, an independent assurance provider (see 2020 Sustainability Report).

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.

To find further details, data, our materiality analysis, case studies and our reporting standards index, listing disclosures including GRI and UNGC and their location in our report, visit:



wpp.com

NON-FINANCIAL INFORMATION STATEMENT

This section provides information required by regulation in relation to:

- environmental matters (page 81) and TCFD Statement, pages 216-218);
- our people (page 76);
- social matters (page 74);
- human rights (page 83); and corruption and bribery (page 86).

In addition, other related information can be found as follows:

- business model (page 12);
- principal risks and how they are managed (page 95); and
- non-financial key performance indicators (page 54).