

PEOPLE

PLANET

CLIENTS

COMMUNITIES

SUSTAINABILITY
REPORT 2022



WHO WE ARE

WPP IS THE CREATIVE TRANSFORMATION COMPANY

**WE USE THE POWER OF CREATIVITY TO
BUILD BETTER FUTURES FOR OUR PEOPLE,
PLANET, CLIENTS AND COMMUNITIES**

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Download our 2022 Annual Report to find out more about:

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



To learn more, see wpp.com



This icon denotes more information can be found within this Sustainability Report



Selected metrics marked with this symbol have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2022, see page 53

CHIEF EXECUTIVE'S STATEMENT



WE ARE DETERMINED TO USE OUR CREATIVITY TO PLAY OUR PART IN REALISING A MORE SUSTAINABLE, EQUITABLE FUTURE"

Mark Read
Chief Executive Officer

WPP has a longstanding commitment to the principles of sustainability in business. Our purpose – to use the power of creativity to build better futures for our people, planet, clients and communities – helps us focus on the impact we have on the world around us. This report sets out how our people and agencies are working to deliver that purpose and bring about change.

Our greatest impact is through the work we do for our clients. We're proud of the many campaigns we've been part of in 2022, which range from raising awareness of the scale of food waste in the UK, to fighting for women's rights in countries around the world, to helping blind and low-vision people access information on healthcare packaging. You can read more about our work throughout this report.

Our agencies have long been required to follow rigorous standards of honesty and integrity. In 2022 we launched a Green Claims Guide, informed by guidance from regulators and underpinned by legal compliance advice. The guide is designed to help our agencies ensure that any environmental claims made on behalf of clients are fair and accurate, and to avoid content that could be misleading in any way.

We also established a revised Assignment Acceptance Policy and Framework to help our agencies review new clients and client work. The framework looks at all sectors, but we've developed a specific set of principles for working with and assessing new assignments from energy clients, given their central role in the energy transition (see page 31).

We know our people want to work for a company that's willing to stand up for the issues they care about. At WPP we try, when relevant to our business, to match words with actions.

In Ukraine, in addition to direct support for our colleagues, we formed a partnership with UNHCR, the UN's refugee agency, and raised \$1.34 million through an employee match-funding campaign. We also supported the Ukrainian government through a pro bono initiative to encourage inward investment and help revitalise the country's economy.

We all need to play our part in tackling the climate crisis, and at WPP we're committed to accelerating change across our industry. We've set ambitious near-term science-based carbon reduction targets (see page 18), which include emissions from media buying (more than half of our total footprint) – an industry first. In 2022, GroupM launched a global framework for media decarbonisation, with the support of a coalition of leading clients. We're working with industry trade bodies to agree a consistent and transparent methodology for calculating emissions from media placement.

We work hard to create a diverse, positive culture at WPP. In 2022 we were again recognised in the Bloomberg Gender-Equality Index, received a top score in the Human Rights Campaign's Corporate Equality Index and featured among the best places to work for LGBTQ+ equality.

We know there's more work to do across our industry to improve diversity at the most senior levels.

The proportion of women on the WPP Executive Committee grew from 35% to 40% in 2022, and we moved up from ninth to sixth in the FTSE 100 Women Leaders Review. In 2022 46% of Executive Committee members and their direct reports were women, against a FTSE 100 average of 34%. We continue to strive for gender parity at all levels of our business.

Our Racial Equity Programme aims to advance racial equity for our people and in communities. Since 2020, we have committed \$16.2 million to inclusion programmes, excluding amounts invested in 2022 which we intend to report later in the year (see page 34).

To be relevant to today's communities and build meaningful connections with consumers, we need to understand how people define themselves. In 2022 we launched the Consumer Equality Equation report, exploring the relationship between ethnicity and the consumer experience in the UK. These insights are driving award-winning work. In the United States, a cross-agency collaboration between VMLY&R, BCW, Wavemaker, Hogarth and Unite (our company-wide LGBTQ+ community) was awarded the Most Effective Integrated Marketing Campaign at The Drum Awards for the Reality Flag campaign, highlighting the freedoms denied to LGBTQ+ people in 29 American states (see page 12).

Our sustainability commitments are not just the right thing to do, they are also good for business. In a fast-changing and increasingly complex landscape, our clients need partners who can help them find and scale solutions that unlock growth while delivering positive impact. We are determined to use our creativity to play our part in realising the more sustainable, equitable future we all want to see.

Mark Read
Chief Executive Officer

SUSTAINABILITY AND OUR STRATEGY

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

It supports all elements of our corporate strategy (to learn more see table, page 51).

Our sustainability commitments are not just the right thing to do, they add meaning for our people, who want to work for a company that shares their values, and our clients, who look to us to help them find and scale solutions to achieve their own goals and deliver positive impact.

WPP IS THE CREATIVE TRANSFORMATION COMPANY

COMMS 

EXPERIENCE 

COMMERCE 

TECH 

How we implement change to build better futures for our people, planet, clients and communities

DELIVERED THROUGH OUR SUSTAINABILITY STRATEGY

ENSURING TRUST, FAIRNESS AND GOVERNANCE

DRIVING DIVERSITY, EQUITY AND INCLUSION

ACCELERATING THE SUSTAINABLE ECONOMY

GOALS AND METRICS



PEOPLE
Become the employer of choice for all



A culture where everyone is treated with dignity and respect

Ensuring an inclusive working environment with fair representation

Growing sustainability skills and knowledge across our industry

- Proportion of women in senior leadership positions
- Proportion of non-white employees in senior leadership positions
- Continued improvement of diversity 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



PLANET
Maximise our positive impact on the planet



Developing common carbon metrics as we move to integrated reporting

Building campuses which make a positive contribution to local communities

Reaching net zero across our supply chain by 2030

- Progress towards net zero carbon emissions in our operations by 2025 (Scope 1 and 2) and in our supply chain by 2030 (Scope 3)
- Progress towards 100% renewable electricity
- Phase out single-use plastics in our offices



CLIENTS
Enable our clients on their sustainability journeys



Ensuring fairness and high privacy and data ethics standards in our work

Ensuring our client work is inclusive and accessible

Supporting our clients to reduce their emissions and deliver their sustainability goals

- Roll out diversity evaluation scores to track progress in inclusive marketing
- Building common standards to measure carbon emissions in media and production



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



Buying responsibly and building a diverse supplier network

Advancing equity and inclusion through our work, external partnerships and initiatives

Working with partners, social enterprises and clients to drive sustainability

- Investment in pro bono work and free media space
- Progress towards investing \$30 million over three years through our Racial Equity Programme

SUSTAINABILITY COMMITTEE CHAIR STATEMENT



KEITH WEED CBE
CHAIR OF THE
SUSTAINABILITY COMMITTEE

DEAR SHAREHOLDER

As the Chair of the Committee, I am pleased to present the Committee's 2022 report.

In 2022, the Committee continued to place increased focus on sustainability for the Board and the Company, monitoring sustainability performance as we strive to meet the expectations of our stakeholders as well as ensuring we are managing our risks and taking advantage of opportunities.

The ongoing impacts of the war in Ukraine, energy security, inflation, social unrest, political division, and climate-related disasters around the globe continue to drive a focus on environmental, social and governance (ESG) matters, with significant risks and opportunities for our business and our clients.

A large focus for the Committee and the Company in 2022 has been the impact these different pressures have on our people, who want to work for a company that is willing to stand up for the issues they care about. The Committee has received updates on a wide range of topics throughout the year, ranging from the launch of our new Green Claims Guide to equip our people to make effective green claims that are not misleading in any way (page 30), to support for our people in Ukraine and the generosity of our people around the world who donated \$670,000 (matched by WPP to bring the total to \$1.34 million) to the UNHCR Ukraine appeal, and, more recently, the response to the earthquakes in Turkey and Syria.

Throughout the year, the Committee has supported management in the development of a revised Assignment Acceptance Policy and Framework, detailed on page 31, that subsidiaries are expected to follow when taking on new business. For work that may present an ethical risk, such as work for government clients or work relating to sensitive products, all potential new assignments need to be considered by our agencies' risk committees or escalated to WPP for review.

CLIMATE CRISIS

The Committee had regular in-depth progress reviews on the Company's ambitious commitments to reach net zero carbon emissions. In July, the Committee received an update on GroupM's media decarbonisation programme (page 29) and in December the Committee conducted its annual review of climate-related risks and opportunities. The planet section on pages 16 to 25 sets out the Company's net zero commitments and performance. In 2023, the Committee will receive regular updates as the Company develops a formal transition plan to deliver against these commitments.

Recognising the growing urgency of the climate crisis, in September the Board welcomed Professor Dr Johan Rockström, Director of the Potsdam Institute for Climate Impact Research and Professor in Earth System Science at the University of Potsdam, to engage with and present to the Board on climate-related issues. Several members of the Committee are also active members of Chapter Zero, an online community of non-executive directors which aims to equip us to lead crucial UK boardroom discussions on the impacts of climate change.

Committee members

- Keith Weed CBE (Chair)
- Angela Ahrendts DBE
- Jasmine Whitbread
- Dr. Ya-Qin Zhang
(appointed 15 March 2022)


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

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

Key responsibilities

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

Attendance at Committee meetings during the year can be found on page 115 of our 2022 Annual Report.

The directors of WPP plc are solely responsible for the preparation and presentation of this 2022 Sustainability Report. We have established fair, balanced and understandable reporting criteria for preparing and presenting the non-financial information. Selected metrics marked with the symbol  have been prepared in accordance with the WPP Sustainability Reporting Criteria 2022, available at wpp.com/sustainabilityreport2022.

HEALTH, SAFETY AND WELLBEING


The Committee assists the Board in its oversight of health and safety-related matters and, during the year, received updates on the Company's investment in mental health and wellbeing, including on WPP's new Making Space campaign, an initiative focused on giving people space to look after their wellbeing (see page 15), and regular updates on new ways of working as office occupancy levels improved. Employee mental health and wellbeing will be a continued area of focus for the Board and the Committee in 2023.

Throughout the year the Committee, alongside the Board, received regular updates on WPP's response to disasters including the Colorado wildfires, war in Ukraine and, in February 2023, the devastating Turkey-Syria earthquakes, including support for employees directly impacted, support through WPP's Employee Assistance Programme (page 15) and employee match-funding run in partnership with UNHCR.

The Committee will continue to monitor how well prepared WPP agencies and people are to recognise and respond to existing and emerging disruptive events, including the social and economic impacts of climate change.

TRANSPARENCY AND ENGAGEMENT

Measuring and monitoring sustainability KPIs is critical to delivering against our sustainability strategy and targets. In 2021, WPP strengthened its approach to data assurance: the Committee participated in the selection process to appoint PricewaterhouseCoopers LLP (PwC) as independent limited assurance provider over selected ESG metrics disclosed in this report. In May 2022 PwC presented their first management report to the Committee, and throughout the year management provided regular updates to the Committee on progress in addressing the weaknesses identified by PwC in the first year of their assurance programme. The sustainability governance and management section of this report on page 40 outlines work undertaken during the year to strengthen data quality, including new ESG data controls, training and work to centralise data.

Throughout this report, selected content highlighted with the symbol  was subject to independent limited assurance procedures by PwC for the year ended 31 December 2022. For the details and results of the limited assurance, see page 53.

The Committee will continue to monitor sustainability KPIs. The Committee welcomes the significant progress made during the year towards the Company's commitment to phase out single-use plastics across its offices and notes there is still work to do to meet this target. Monitoring progress on single-use plastics will remain a priority for the Committee in 2023.

Progress against our strategy also relies on accountability. Diversity, equity and inclusion (DE&I) goals are included in our incentive plans for senior executives, and we also included carbon-reduction targets in incentive plans for Executive Directors from 2021.

The Committee continues to support management's engagement strategy on sustainability. Employee engagement remains a high priority and this Sustainability Report highlights a number of initiatives, from encouraging volunteering (page 35) and taking a stand on the issues that matter to our people, to building ESG capability (page 8). In January 2023, a sustainability-focused CEO townhall discussion attracted an audience of over 8,500 employees. During the year, I also enjoyed engaging with key investors on ESG topics and look forward to continued dialogue in 2023.

TERMS OF REFERENCE

The Committee's terms of reference are reviewed annually by the Committee and adopted by the Board most recently on 1 February 2023.

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

I would like to thank members of the Committee and the management team for their commitment throughout the year, and I look forward to continuing our work in 2023.

Keith Weed
Chair of the
Sustainability Committee
23 March 2023

MORNING AFTER ISLAND

Fighting the clampdown on women's rights

OFFER
COMMUNICATIONS

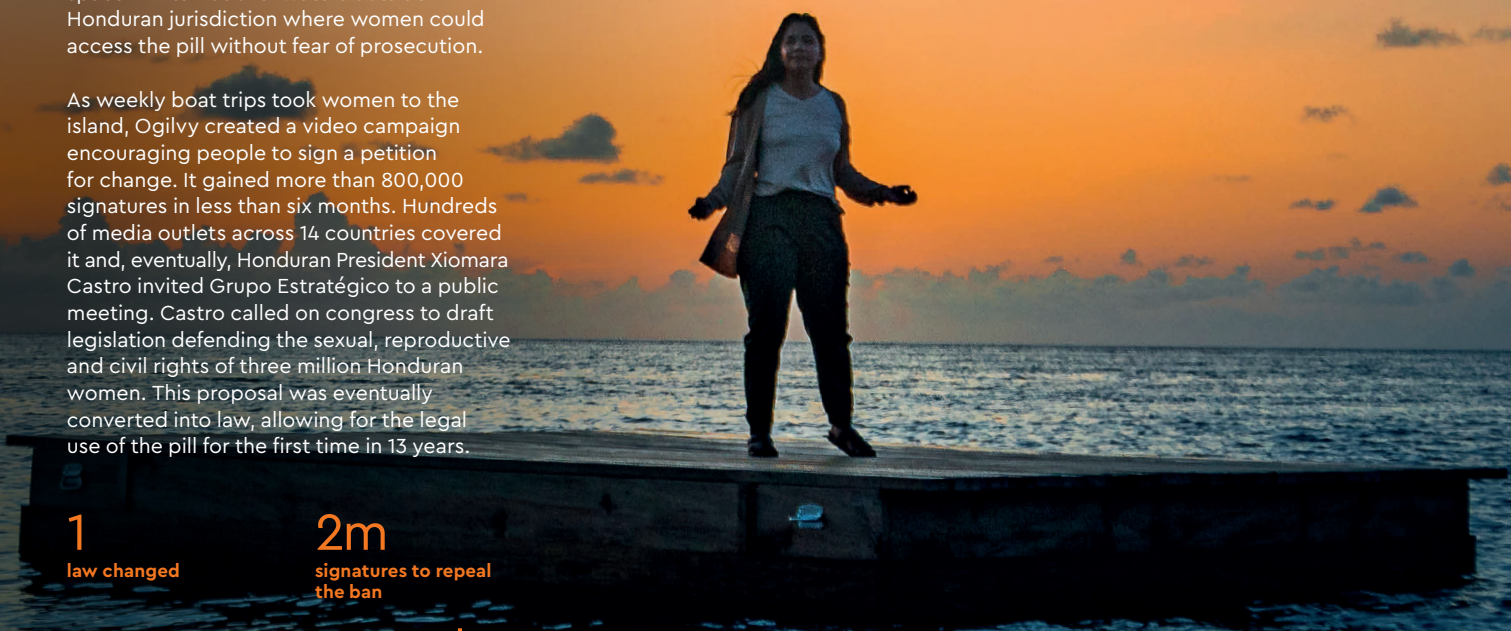
AGENCY
OGILVY, HONDURAS

CLIENT
GRUPO ESTRATÉGICO PAE

Honduras is the only Latin American country to ban the morning after pill: any woman found taking it faces up to six years in prison. Since the ban was introduced in 2009, 350,000 underage Honduran girls have given birth.

Women's rights advocates Grupo Estratégico PAE and Ogilvy Honduras came together to create Morning After Island, a floating safe space in international waters outside Honduran jurisdiction where women could access the pill without fear of prosecution.

As weekly boat trips took women to the island, Ogilvy created a video campaign encouraging people to sign a petition for change. It gained more than 800,000 signatures in less than six months. Hundreds of media outlets across 14 countries covered it and, eventually, Honduran President Xiomara Castro invited Grupo Estratégico to a public meeting. Castro called on congress to draft legislation defending the sexual, reproductive and civil rights of three million Honduran women. This proposal was eventually converted into law, allowing for the legal use of the pill for the first time in 13 years.



1
law changed

2m
signatures to repeal the ban

269m
organic impressions

Awards
Cannes Lions Gold, Health & Wellness



PEOPLE



Unlocking the creative potential in every WPP employee

WHO'S IN CHARGE?

Our Chief People Officer sets our global talent strategy and champions diversity, equity and an inclusive culture. The Chief People Officer also promotes our core values of being open, optimistic and committed to extraordinary work throughout WPP, which enables us to attract, retain and grow the best, most diverse talent

Our Code of Business Conduct, Human Rights Policy Statement and Sustainability Policy set out our core principles for people management

HOW ARE WE DOING?

54%

women in senior management (2021: 52%) and 40%¹ in executive leadership roles¹ (2021: 39%)

72,700

employees worldwide completed refreshed All In staff survey

100%

employees with access to our Employee Assistance Programme

IN THIS SECTION

SKILLS, TRAINING AND DEVELOPMENT

Creating opportunities for our people to learn and develop

REWARD AND REMUNERATION

Offering attractive remuneration and benefits to win the competition for talent

DIVERSITY, EQUITY AND INCLUSION

Increasing diversity and fostering the best possible culture. Includes gender and ethnicity diversity data and UK gender pay gap

LISTENING AND ENGAGING WITH OUR PEOPLE

How we listen to and engage with our people

LABOUR RELATIONS

Supporting the rights of our people to join trade unions and to bargain collectively

HEALTH, SAFETY AND WELLBEING

Supporting our people's physical and mental health and wellbeing

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

² This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ("PwC") for the year ended 31 December 2022. For the results of PwC's 2022 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2022' see page 53

WE'RE A PEOPLE BUSINESS

By investing in fulfilling careers, diverse leadership and innovative technology, we invest in our ongoing creative success

SKILLS, TRAINING AND DEVELOPMENT

We're exceptionally proud of the talented people at WPP – they are the key to our creativity. That's why we put bold initiatives in place to attract, engage and develop the best in the industry.

FULFILLING CAREERS AND GLOBAL EXPERIENCES

We want WPP to be the employer of choice, an organisation where people have the space to grow their career. We offer a breadth of ways for people to learn, develop and go places they didn't think possible.

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 some of the most exciting, creative agencies in the world. On average 7,000 roles per month were advertised to employees in 2022, and network-wide mobility has increased 80% since 2020.

INVESTING IN LEARNING

In 2022, we invested £31.3 million in learning and development opportunities for our people.

In September we launched WPP's Future Readiness Academies, a first-of-its-kind, global learning programme to help everyone across the Company develop the skills and knowledge needed to thrive in a digital world. To date we've had over 12,000 people sign up from across the globe.

During 2022 we continued to work with our strategic partners to develop our people's skills. As a result, WPP employees earned more than 33,000 accreditations and certifications from leading technology partners including Adobe, Meta, Microsoft and TikTok.

In 2022 we continued to invest in programmes such as Walk the Talk and Fast Forward, propelling women to leadership positions, and Maestro, an immersive and experiential programme designed to help our senior client leaders explore, develop and hone their leadership skills to elevate their client relationships to that of being truly trusted business partners.

We also expanded Elevate, the United States-based sponsorship programme for Black women, into the UK, providing tools to support their career growth, personal development and wellbeing.

Development needs are assessed during a formal appraisal process. We follow up training with participants to assess the effectiveness of a course and whether it has helped improve performance at work.

INTERNSHIPS AND APPRENTICESHIPS

Internships and apprenticeships provide young people with valuable experience, and WPP with access to an additional talent pool. All our internships and apprenticeships are paid positions that are accessible to people from all backgrounds. Many of our internships are designed to attract diverse candidates.

In 2022 our third series of NextGen Leaders, a virtual learning experience for those starting out or new to the industry, welcomed 2,663 participants across 71 countries (up from 800 participants in 54 countries at launch). Ninety-two percent said they were likely to join or continue their career at WPP.

In 2022, the Company offered 7,701 paid internships and apprenticeships (2021: 8,195) in more than 50 countries, primarily in Brazil, China, France, Germany, India, Spain and the United States.

33,000+

employee accreditations and certifications earned from leading technology partners such as Adobe, Meta, Microsoft and TikTok (2021: 30,000+)

EDUCATION PARTNERSHIPS

We partner to attract different voices and perspectives to WPP.

With support from WPP's Racial Equity Programme, we are partnering with The One Club for Creativity to build ONE School UK. Applications are open for this free 16-week online portfolio and mentoring programme designed to support Black British creatives entering the industry. To date in the United States, ONE School has brought over 100 new creatives into the advertising industry.

In the UK, in partnership with Brixton Finishing School and the Uninvisibility Project, WPP also launched free VisibleStart training, a programme created to help women aged 45+ who want to enter or re-join the industry.

SUSTAINABILITY TRAINING

We continue to upskill our people in sustainability, including climate-related issues.

In 2022, we launched a new Green Claims Guide, supported by training sessions, to help equip our people with principles and practical tips to making effective green claims and avoiding misleading the public.

i Read more about our Green Claims Guide on page 30

GroupM rolled out sustainability fundamentals training across the UK, which in 2023 will be accessible to all employees across WPP.

We delivered tailored sustainability reporting training for finance and risk teams, partnered with Google Cloud to run sustainability training for IT teams, and rolled out targeted tools and resources to eliminate single-use plastics across our offices (see page 25).

And we continue to offer training through programmes such as AdGreen, an initiative to unite the advertising industry in eliminating the negative environmental impacts of production (page 23), and through the Change the Brief Alliance, training creatives and strategists to drive consumer behaviour change and sustainability (page 27).

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. For example, Jasmine Whitbread, Chair of the Compensation Committee alongside the Global Reward Director, attended Workforce Advisory Panel meetings and engaged with members on the links between remuneration and talent, increased mobility across the network and performance metrics for senior leaders (see page 14).

We continue to harmonise our benefits to ensure alignment across WPP. Not all markets offer identical benefits, but they typically include retirement savings plans, health and wellness programmes, employee assistance schemes and life assurance.

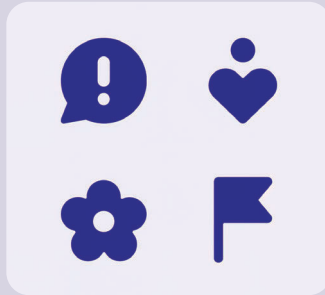
We have also been focusing on the enhancement of our benefits programmes to be more inclusive, including enhanced fertility cover in the United States, a suite of family and parental policies in the UK and improvements to LGBTQ+ partner and spouse cover in China, India, Philippines, Singapore and Thailand.

Executive pay is set in accordance with our Directors' Compensation Policy and the UK Corporate Governance Code. The Policy was reviewed in 2022 (see 2022 Annual Report, page 134) and continues to be designed to attract and retain the best available talent by incentivising Directors to develop their skills and their teams, and so deliver excellent client service and sustainable shareholder returns.

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.

i Find information about the CEO pay ratio in our 2022 Annual Report, page 156

43,500
employees eligible for
WPP stock option plans
(2021: 43,000)



ZOTERIA

A digital solution that raises awareness of LGBTQ+ hate crime

OFFER
TECHNOLOGY

AGENCY
POTATO (AKQA)

CLIENT
VODAFONE FOUNDATION



New research by Vodafone found that 68% of LGBTQ+ respondents had been victims of hate crime in the last year. Motivated by this shocking statistic – and the fact that three-quarters didn't report it – Vodafone Foundation, in partnership with Stonewall and Galop, wanted to develop an app to provide an easy and effective way to report abusive incidents and offer support.

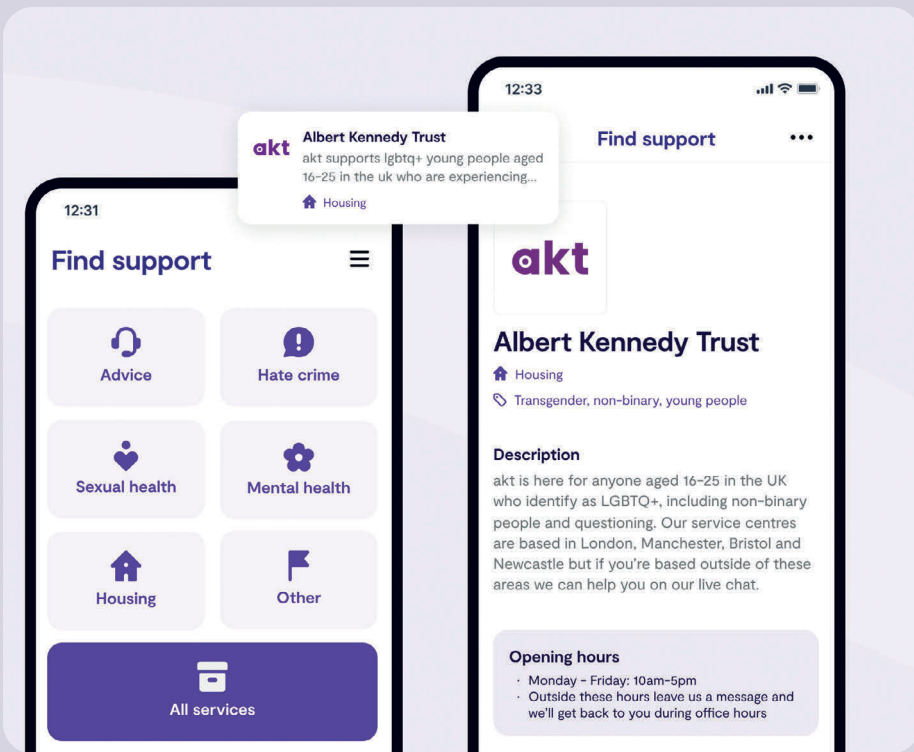


After in-depth research to hear the community's needs, Potato designed a mobile app that's fast, reassuring and instantly connects victims with the best support available, empowering members of the community to safely report hate crime.

Zoteria will also be able to provide a far more accurate view of the extent of hate crimes across the UK. Anonymised data will be available to local authorities so they can better understand the issue within their region and put in place strategies to address it.

Data will also help highlight the issues faced by LGBTQ+ people from ethnic minorities, with recent UK studies suggesting this group faces specific, intersectional barriers to equality.

The app provides access to other vital support services, including LGBTQ+ advice, mental health and sexual health services, and information on local LGBTQ+ events to help people stay connected with their local communities.



Read Beyond the Rainbow, WPP Unite and Choreograph's joint study into the future of LGBTQ+ marketing

DIVERSITY, EQUITY AND INCLUSION

Creativity thrives in a diverse culture. That's why we make it our business to encourage and inspire a diversity of talent throughout WPP.

We embrace all types of creative talent, building strong teams and strengthening our relationships with our clients. Diverse and vibrant employee spaces have been created across WPP by passionate individuals keen to make a difference. For example, WPP Unite celebrates our LGBTQ+ community (see page 12), WPP Stella inspires women across WPP to maximise their potential, and WPP Roots champions greater ethnic and cultural diversity.

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.

DIVERSE LEADERSHIP

In 2022, we appointed a new Chief Talent and Inclusion Officer, LJ Louis, who will oversee global initiatives to foster a workplace grounded in inclusion, equity, belonging and growth. LJ will also act as an advisor on global DE&I strategy to WPP's leadership team.

To underline the importance of our commitments and to ensure accountability, we include DE&I goals in the annual bonus plans of our leadership across WPP. We review progress made against those goals on a regular basis.

We have also been focusing on the enhancement of our benefits programmes to be more inclusive, including enhanced fertility cover in the United States, a suite of family and parental policies in the UK, and improvements to LGBTQ+ partner and spouse cover in China, India, Philippines, Singapore and Thailand.

ETHNICITY

WORKFORCE DIVERSITY DATA

As part of our commitments to advance racial equity, we began publishing our workforce diversity data in the United States and the UK in 2020. Our aim is to hold ourselves accountable as we continue to create an inclusive culture for all our people and improve diversity at all levels of the Company.

1 Read more about our Racial Equity Programme on pages 34 and 38


ABOUT THE DATA

Our workforce diversity data covers our operations in the United States and UK for 2020-2022.

Our United States data comes from our Equal Employment Opportunity Commission (EEOC) disclosures. The figures in the table on page 11 cover 100% of our United States' 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.

The data shown for the UK covers approximately 84% of our workforce, who have disclosed their ethnicity on a confidential basis. The seniority classifications used are aligned with the way in which we categorise employees in our finance system. Our UK data captures employee headcount on a full-time equivalent basis.

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

UK diversity data marked  has been subject to independent limited assurance by PwC (see page 53).

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, which are reflected in PwC's assurance opinion.

As part of our transformation programme we are implementing new, Company-wide HR systems and protocols that will allow us to collect, track and report our people data more effectively.

DRIVING SYSTEMIC CHANGE


In the United States, the proportion of our senior and executive managers who are non-white has risen from 14% in 2019 to 22% in 2022. Despite progress such as this, the data highlights the fact that employees in the UK and the United States from Black, Asian, and other minority ethnic groups continue to be underrepresented at all levels of the Company, especially at senior and leadership levels. We know we still have work to do to deliver on our commitments to advance racial equity.

In 2022, we appointed a new Chief Talent and Inclusion Officer (see 'Diverse Leadership', left), who works closely with our global Inclusion Council and network of DE&I leaders to help us drive and accelerate the change we need to see across our agencies, highlighting our commitment to sustained momentum.

We introduced a diverse candidate slate policy in APAC, Canada, the UK and United States, to ensure roles are specifically marketed and accessible to candidates from underrepresented groups.

We continue to expand development opportunities for employees of colour. One example is Elevate, a United States' sponsorship programme designed to provide tools to support high-potential Black women in their career growth, personal development, and wellbeing. We launched this in the UK with 25 high-potential Black women graduating last summer and we are now piloting the next iteration, SUMMIT, a year-long sponsorship programme for people of colour, starting with Brazil and South Africa this year, and then expanding to the rest of the network in 2024.

Our third series of NextGen Leaders, a virtual learning experience for those starting out or new to the industry, welcomed 2,633 participants across 71 countries (up from 800 participants in 54 countries at launch). In the US and UK, 68% of participants identified as Black, Asian or LatinX.

 This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2022. For the results of PwC's 2022 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2022', see page 53

WORKFORCE ETHNIC DIVERSITY DATA FOR UNITED STATES AND UK

UNITED STATES DATA (2020–2022)^{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	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	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	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	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%

UNITED KINGDOM DATA (2020–2022)³

Level	Year	Asian	Black	Mixed/Multiple	Other ethnic group	White	Unknown or undisclosed
Board Members or Executive Leaders	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	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	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	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 2022 data will be submitted to EEOC in May 2023

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 United States 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

⁵ This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2022. For the results of PwC's 2022 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2022', see page 53

GENDER BALANCE

We aim to reach gender parity at all levels of our business. More than half (54%) of our senior managers are women (2021: 52%). The proportion of women in executive leadership roles¹ is 40% (2021: 39%). The proportion of women on the WPP Executive Committee increased to 40%, compared with 35% in the previous year. At Board level, the proportion of women is 38% (2021: 43%). When Joanne Wilson succeeds John Rogers as CFO following the announcement of the Company's First Quarter Trading Update, the proportion of women on our Board will be 46%.

This year we were named in the Bloomberg Gender-Equality Index for the fifth consecutive year,² and in the FTSE Women Leaders Review WPP moved up from ninth to sixth in the FTSE 100.³ Eighteen leaders across WPP were named in INvolve and Yahoo Finance's Heroes Women Role Model Lists for their work in championing women in business and nurturing a more gender-diverse and inclusive workplace.

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. We are also a proud partner of UN Women (see page 27).

UK GENDER PAY GAP

In line with UK Government reporting requirements, we publish the gender pay gap data for all WPP agencies with 250 or more employees on an annual basis.

Our 2022 consolidated UK gender pay gap increased slightly to 17.2% (median) and 23.2% (mean) from 15.6% and 22.2% respectively in 2021. Our gender pay gap reflects the under-representation of women at the most senior levels in our UK companies. This is consistent with the wider industry picture, with the 2022 Institute of Practitioners in Advertising Agency Census reporting that only 37.5% of C-suite roles in the UK are held by women. One of the factors behind the increase from 2021 to 2022 is greater hiring of women at the entry levels in our industry.

Like-for-like comparison between 2021 and 2022 is complicated by the fact that a different set of WPP agencies met the reporting criteria for each year (ie those with more than 250 employees). Looking ahead, we will continue to invest in initiatives and policies that improve gender diversity throughout our business (detailed in our Gender Pay Gap report) and to prioritise the development of women at all levels to unlock their full potential.

LGBTQ+

WPP Unite celebrates our Company-wide LGBTQ+ community. Unite advises on policies that impact LGBTQ+ talent across WPP and our agencies, to ensure diverse thinking and creativity thrive within WPP's workplaces and within our work. WPP Unite has now expanded out of the UK and United States with its launch in 2022 in India, and Australia and New Zealand.

In 2022, WPP received a top score of 100 on the Corporate Equality Index, and was again named among the Best Places to Work for LGBTQ+ equality.

WPP's Reality Flag campaign, with the Human Rights Campaign, was awarded the Most Effective Integrated Marketing Campaign at The Drum Awards. A cross-agency collaboration between VMLY&R, BCW, Wavemaker, Hogarth and Unite, the campaign is designed to rally public support for The Equality Act, landmark federal legislation that would guarantee explicit and consistent non-discrimination protections for LGBTQ+ people in key areas of life across the United States.

In partnership with Choreograph, WPP Unite published Beyond the Rainbow, a survey of over 7,500 people in the United States, UK, and Canada. This report aims to provide data around how queer communities view themselves as depicted in advertising and marketing.

DISABILITY

We recruit, select and promote our people on the basis of their 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.

WPP is a proud member of The Valuable 500, a global business collective made up of 500 CEOs and their companies, innovating together for disability inclusion. With more than one billion people worldwide estimated to experience disability,² designing for accessibility and inclusion is not only the right thing to do, it helps create better products for everyone. 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.

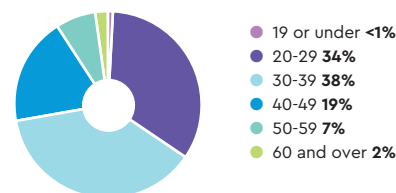
GENDER DIVERSITY

Board and executive		
40% (1,432)	60% (2,121)	2022
39% (1,552)	61% (2,395)	2021
Senior managers		
54% (11,401)	46% (9,781)	2022
52% (9,630)	48% (8,784)	2021
All other employees		
57% (50,979)	43% (38,237)	2022
57% (49,104)	43% (36,730)	2021
Total employees		
56% (63,812)	44% (50,138)	2022
56% (60,286)	44% (47,910)	2021

● Female ● Male

Gender diversity figures exclude a small proportion where gender is unknown or undisclosed. In 2022, this accounted for less than 1% of total headcount.

AGE DIVERSITY



Age diversity figures exclude a small proportion where age is unknown or undisclosed. In 2022, this accounted for 1% of total headcount.

In 2022, Superunion launched Design for Difference, inclusive design principles and guidelines that focus on celebrating difference and making design accessible. The principles cover every touchpoint: from the intricacies of colour contrasts, typography and video content; to ensuring sensitive representation of people in photography and illustrations; to creating more accessible reports; to considering a diversity of perspectives in user testing.

¹ Executive leadership roles are defined by WPP as the agency board and executive leadership population as reported through WPP's financial reporting system
² Gender-Equality Index 2022, Bloomberg
³ FTSE Women Leaders Review Report 2022
⁴ World Bank, Disability Inclusion Overview, April 2022
 * This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2022. For the results of PwC's 2022 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2022' see page 53

WE LOVE YOU TO HEALTH

Advocating for better maternal care for Black mothers

OFFER
WUNDERMAN THOMPSON, USA

AGENCY
COMMUNICATIONS

CLIENT
BLACK HEALTH MATTERS AND CALIFORNIA BLACK HEALTH NETWORK

At WPP, we believe in combatting racial injustice and supporting Black and ethnically marginalised talent.

That's why in 2020, as part of our anti-racism commitments, we launched a three-year Racial Equity Programme with \$30 million of funding. As part of this, we invited our agencies to apply for funding for innovative and impactful campaigns to advance racial equity.

An initiative launched by Wunderman Thompson, Health4Equity, prioritised three health inequities, including Black maternal health. Its mission is to use the combined power of data, human insights, medical expertise, tech and creativity to speed progress towards equity for all in the health sector.

In 2022 Health4Equity delivered We Love You to Health, a campaign aimed at reducing the high rate of mortality among Black mothers. To research the project, Wunderman Thompson interviewed a range of Black mothers and mothers-to-be, as well as doulas, nurses and midwives. The findings indicated that the key role of doulas could help protect maternal health.

The team launched a campaign on social channels during Black Maternal Health Week, focused on directly connecting Black mothers with local doulas through the website doulamatch.net. The campaign drove nearly six times greater traffic to the doulamatch.net site compared to other external sources, successfully reaching the target audience.

3x
women of colour are three times more likely to die in childbirth

60%
of Black mothers' deaths are preventable

800k
clickthroughs to doulamatch.net

50%
impressions from Black women in target age range



LISTENING TO AND ENGAGING WITH OUR PEOPLE

To unleash the creative potential of every individual across WPP, we need to hear what's important to them. In 2022 we launched the refreshed All In staff survey to help us better support employees, hold ourselves accountable, and create a culture that is inclusive and empowering to all.

We achieved our highest-ever engagement levels with 72,700 employees taking part, a 65% increase in engagement from 2021 – with 'belonging' and 'feeling valued' coming out as two of the top reasons for working at WPP. We were pleased to see our company-wide eNPS score ('how likely are you to recommend WPP as a place to work?') increase 14 points from 2021.

We continued to exploit new ways to connect. Our virtual global CEO townhall series, in which Mark Read and leaders from across WPP discuss issues important to our colleagues, from sustainability to Super Bowl ads, was well attended. An average of 5,900 participants joined each event, up 40% from 2021. We kicked off 2023 with a sustainability-focused townhall which attracted an audience of over 8,500. CEO all-staff emails accumulated over 1.76 million unique opens over the year, a 64% increase, while our global internal email newsletter, *The Weekly*, had over 1.8 million unique opens, an increase of 34% year-on-year.

A NEW WAY OF WORKING

The last two-and-a-half years have brought lasting changes to the way we work at WPP. We've embraced greater flexibility in how and where we do our jobs, and found that can deliver better outcomes for ourselves and our business.

Our success continues to rely on collaboration, culture and talent. Being together, in person, helps us mentor and develop the many people starting their careers with us, build and maintain our culture, do our best work for clients, and find the right balance between personal and working lives. Our hybrid approach – with time spent working in our campuses and remotely – has been embraced across the Company.

As the recovery from the pandemic continues, the occupancy rate of our campuses rose to over 40% in 2022, from around 30% in 2021. We opened our third state-of-the-art campus in Greater China, in Guangzhou, at the start of 2023. The Guangzhou Campus was built with flexibility and collaboration in mind, and is well placed to support and contribute to China's thriving start-up sector.

BOARD ENGAGEMENT

To ensure our Board understands the views of our employees on WPP's purpose, values and strategy, and to consult on key people issues, WPP established a UK Workforce Advisory Panel (WAP) in 2019. Sponsored by our UK Country Manager, the WAP has representatives from across our UK business who gather feedback from their agencies to feed up to the WPP Board. Similar People Forums were established during 2021 in the United States and India to enable further engagement with the Company's global employee base.

Cindy Rose continued to fulfil the position of designated Non-Executive Director. She regularly attends the WAP meetings and where possible the United States and India People Forums, and presents updates on issues discussed at Board meetings as well as engaging and hearing from our people on a broad range of topics.

Agendas are set by WAP members and the views and insights from the various forums are shared directly with the Board, and the Board's feedback on how the insights have informed decision making is presented back.

During 2022, Jasmine Whitbread, Chair of the Compensation Committee, alongside the WPP Chief People Officer and the Global Head of Reward, also attended WAP meetings as guests to engage with members on remuneration and the impact of remuneration policy and outcomes. Issues raised at the WAP meetings and People Forums included: return to office plans; cost of living crisis; staff retention; and diversity and inclusion.

The Chief Executive Officer and the Chief People Officer provided frequent People updates to the Board, including results on various employee engagement and culture monitoring surveys undertaken throughout the year on a range of topics from career growth and development to engagement, belonging and wellbeing.

INCLUSION COUNCIL

Our global Inclusion Council was established in 2020 to help accelerate change throughout WPP. Its role is to recommend programmes, policies and initiatives that will systemically create more inclusive and diverse workplaces, provide input on leadership succession, remove barriers to progress and assist in setting aspirational targets for elevating underrepresented talent.

SUPPORTING OUR EMPLOYEES TO PLAY THEIR PART

We know a growing number of employees want to work for a company that is willing to stand up for the issues they care about.

We have partnered with the UNHCR to run employee match-funding appeals for disaster relief. Our people have given generously in response to support those impacted by the conflict in Ukraine, the floods in Pakistan and, in February 2023, the devastating earthquakes in Turkey and Syria.

1 [Read more about employee match funding on page 35](#)

SUSTAINABILITY ENGAGEMENT

Across our offices and agencies, a growing network of 'green teams' are connecting sustainability enthusiasts to embed sustainability and drive change through events, training, innovative initiatives and employee activation.

In Sydney, we partnered with My Net Zero to provide personalised sustainability plans for our people. In Belgium and Prague, our bike-to-work schemes are fostering health and wellbeing alongside a low-emissions commute. And in Paris and London, we hosted vegan takeovers in campus cafés.

VMLY&R grew its active 'green team' network to more than 130 across North America, Ogilvy hosted sustainability deep-dives as part of its annual Learning Day, Landor & Fitch continued to support members of its 450+ strong 'Good Squad' in sustainable brand innovation, and Wunderman Thompson launched a sustainable travel guide for global colleagues.

We will continue to inspire, equip and empower our people to put sustainability into practice in 2023.

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 2022, around 4% of our employees were either members of a trade union or covered by a collective bargaining agreement (2021: 4%). We held 220 consultations with works councils, mainly in Europe (2021: 268).

We have made around 3,300 redundancies, largely as part of our transformation programme and as we merged and restructured some agencies. 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 aim to ensure any open roles are filled by employees who have the right skills before recruiting for those roles externally.

In 2022, there were 50 cases against WPP agencies reporting through employment tribunals and other external channels (2021: 35). We resolved 53 cases, including some reported in previous years. Of these, 14 were withdrawn, 30 settled, eight judged against our agencies and one judged in our favour.

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 2022 was 3.5 days per employee (2021: 3.0). 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 2022.

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.

In 2022, our crisis management and business resilience team (CMBR) established governance, standards and infrastructure to strengthen WPP's operational resilience capabilities. This included rolling out global incident response and business continuity tools and training. During the year, CMBR coordinated the Company's response to 11 crisis level incidents, including Ukraine and the earthquakes in Turkey.

MENTAL HEALTH

Work-related stress is one of our main – and growing – health and safety hazards.

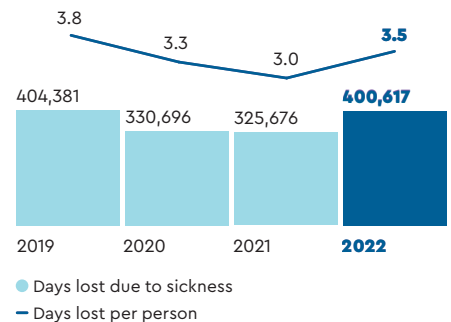
We are committed to creating mentally healthy workplaces. In 2022 we became a founding member of the Global Business Collaboration for Better Workplace Mental Health, the first global business-led initiative designed to advocate for – and accelerate – positive change for mental health in the workplace.

Over the course of the year, we expanded our Mental Health Allies programme to the United States and Singapore, building on a successful pilot in the UK. We now have over 550 Allies who help to ensure colleagues stay healthy, supported and safe by encouraging open conversations about mental health in the workplace and directing them to resources and assistance when they need it.

We also introduced Making Space, an initiative focused on giving people space to look after their wellbeing and inspire creativity, which kicked off with a four-day weekend for all employees to take time out to recharge, reset and refresh.

Our Employee Assistance Programme covers all our people around the world, and is designed to help employees manage and prevent challenges so they can stay healthy in their work and personal life. The 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.

DAYS LOST DUE TO SICKNESS



100%

employees with access to Employee Assistance Programme

550+

Mental Health Allies across Singapore, UK and United States encouraging open conversations about mental health in the workplace

PLANET



We support urgent action to tackle the climate crisis and aim to reach net zero carbon emissions across our supply chain by 2030

WHO'S IN CHARGE?

Our Executive Directors have overall responsibility for climate strategy. Performance on carbon reduction is integrated into their incentive plans. The WPP Executive Committee sets sustainability strategy and oversees implementation across our agencies. Our Chief Sustainability Officer has operational responsibility for managing our response to climate change

The Board is responsible for setting the Company's strategic direction, including on climate change. Its Sustainability Committee supports the Board in overseeing our net zero strategy

HOW ARE WE DOING?

0.22

tonnes CO₂e emissions per person from direct operations (Scope 1 and 2), a 32% reduction year-on-year and 73% since our 2019 baseline (2021: 0.32 tCO₂e)

28%

absolute reduction in tonnes CO₂e emissions (Scope 1 and 2) year-on-year and 71% since our 2019 baseline

83%[Ⓢ]

of electricity sourced from renewable sources (2021: 74%)

\$10bn

coalition of leading advertisers — representing \$10 billion in global advertising investment — to accelerate decarbonisation of the world's media supply chain

[Ⓢ] This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2022. For the results of PwC's 2022 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2022', see page 53

IN THIS SECTION

OUR CLIMATE STRATEGY

Our response to the climate crisis, including science-based reduction targets and our commitment to reach net zero carbon emissions by 2030

UNDERSTANDING OUR EMISSIONS

Details of our carbon emissions profile

OUR TRANSITION TO NET ZERO

Our decarbonisation journey

REDUCING SCOPE 1 EMISSIONS

Including our campus strategy and emissions from company cars

REDUCING SCOPE 2 EMISSIONS

Including progress against our target to purchase 100% electricity from renewable sources by 2025

REDUCING SCOPE 3 EMISSIONS

Breakdown of our Scope 3 emissions and plans to address emissions from media, production, technology and air travel

OFFSETTING

Our approach to offsetting and purchases in 2022

DATA QUALITY AND DISCLOSURE

Including a summary of our fifth Task Force on Climate-Related Financial Disclosures statement, CDP climate change disclosure, and approach to data quality

CIRCULAR ECONOMY

Our approach to managing waste and resources

NOTPLA

What if we could do away with plastic packaging for good?

OFFER
COMMUNICATIONS

AGENCY
SUPERUNION
(DESIGN BRIDGE AND PARTNERS)

CLIENT
NOTPLA

When two enterprising Londoners developed an innovative, seaweed-based biodegradable alternative to plastic, they turned to Superunion to help form a name, strategy and identity for a radical new brand that aimed to make packaging disappear.

Notpla was designed to be a simple, bold definition of who they are: not plastic, but something completely new. The revolutionary edible material, also called Notpla, has many uses, including replacing plastic cups and food sachets, and as coatings for cardboard food containers.

At the 2019 London Marathon, 6,000 Notpla-made sachets filled with Lucozade were handed to runners. By 2022, Notpla had made over two million takeaway food boxes for Just Eat, with the potential to replace over 100 million plastic coated containers in Europe in the future.

Notpla is built on the idea that its products will change the world – and the world's most influential environmental thinkers agree. Notpla won the prestigious 2022 Earthshot Prize, one of just five companies across the world to be recognised in these highly regarded awards founded by Prince William and launched by David Attenborough in 2020.

Awards

2022 Earthshot Prize Winner
2023 Winner, Tom Ford
Plastic Innovation Prize



2022 WINNER



OUR CLIMATE STRATEGY

We support urgent action to tackle the climate crisis through the Paris Climate Agreement. WPP is a proud signatory to the UN Global Compact's Business Ambition for 1.5°C, the purpose of which is to galvanise business support for strong climate action, and for the UNFCCC's Race to Zero campaign.

In 2021, we set near-term science-based targets (see right) to reduce our emissions in line with limiting global warming to 1.5°C above pre-industrial levels. We will offset residual emissions to reach net zero across our own operations (Scope 1 and 2) by 2025 and our supply chain (Scope 3) by 2030. These targets include emissions from media buying (more than half of our total footprint) – an industry first. Our 2022 performance is set out in the charts, below.

We are in the process of developing detailed roadmaps to reduce Scope 1, 2 and 3 emissions and we will publish our first formal transition plan in 2023 aligned to the recommendations of the Transition Plan Taskforce.

i Read more about our transition to net zero on page 20

In 2021 we successfully amended and supplemented our \$2.5 billion revolving credit facility to link the margin on the facility to specific sustainability measures, an important first milestone in WPP's journey to embed its carbon reduction targets and broader sustainability commitments within our financing arrangements.

Collaboration with clients and suppliers is critical to delivering against our own targets and promoting low-carbon and regenerative living at the scale needed to address the climate crisis. Through our media agency GroupM, we are working with industry trade bodies to agree a consistent and transparent methodology for calculating emissions from media placement (see page 29). Of our 50 largest clients, 78% have set or are committed to setting science-based reduction targets through the Science Based Targets initiative (SBTi), up from 62% in 2021. These clients look to us to help them find and scale solutions (for an example, see page 22).

In 2022 we launched a new Green Claims Guide, supported by training, to help equip our people with principles and practical tips for making effective environmental claims and avoiding misleading the public (see page 30).

84%

absolute Scope 1 and 2 GHG emissions reduction by 2025 from a 2019 base year¹

50%

absolute Scope 3 GHG emissions reduction by 2030 from a 2019 base year¹, including media buying – an industry first

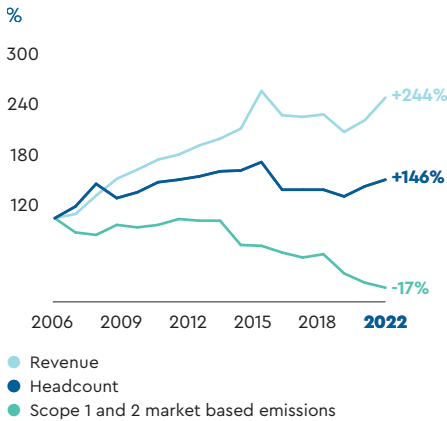
Net zero

across own operations (Scope 1 and 2) by 2025 and across supply chain (Scope 3) by 2030

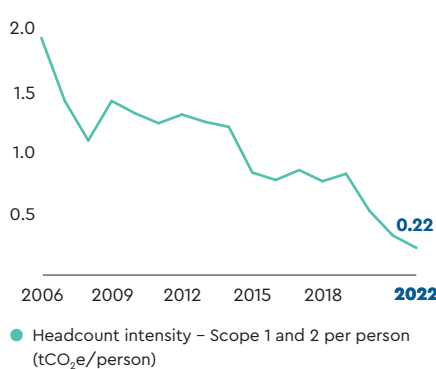
¹ Target verified by SBTi in line with ambition to limit climate change to 1.5°C from pre-industrial levels

2022 PERFORMANCE

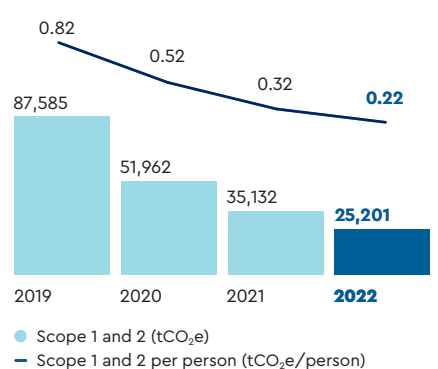
DECOUPLING GROWTH 2006-2022



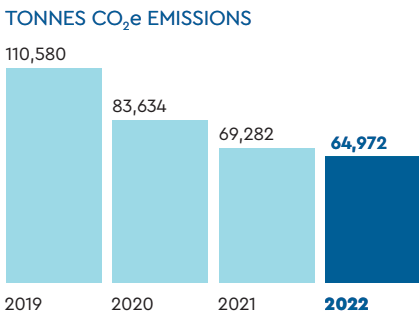
SCOPE 1 AND 2 (MARKET BASED) TONNES CO₂e EMISSIONS PER PERSON



MARKET BASED SCOPE 1 AND 2 CARBON EMISSIONS PROGRESS



LOCATION BASED SCOPE 1 AND 2 CARBON EMISSIONS PROGRESS



Our Scope 1 and 2 market based emissions for 2022 were 0.22 tCO₂e/person, a 32% reduction from 2021 and 73% reduction from our 2019 baseline. Our carbon intensity per £1 million revenue was 1.75 tCO₂e, a 36% reduction since 2021.

UNDERSTANDING OUR EMISSIONS

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

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

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

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

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

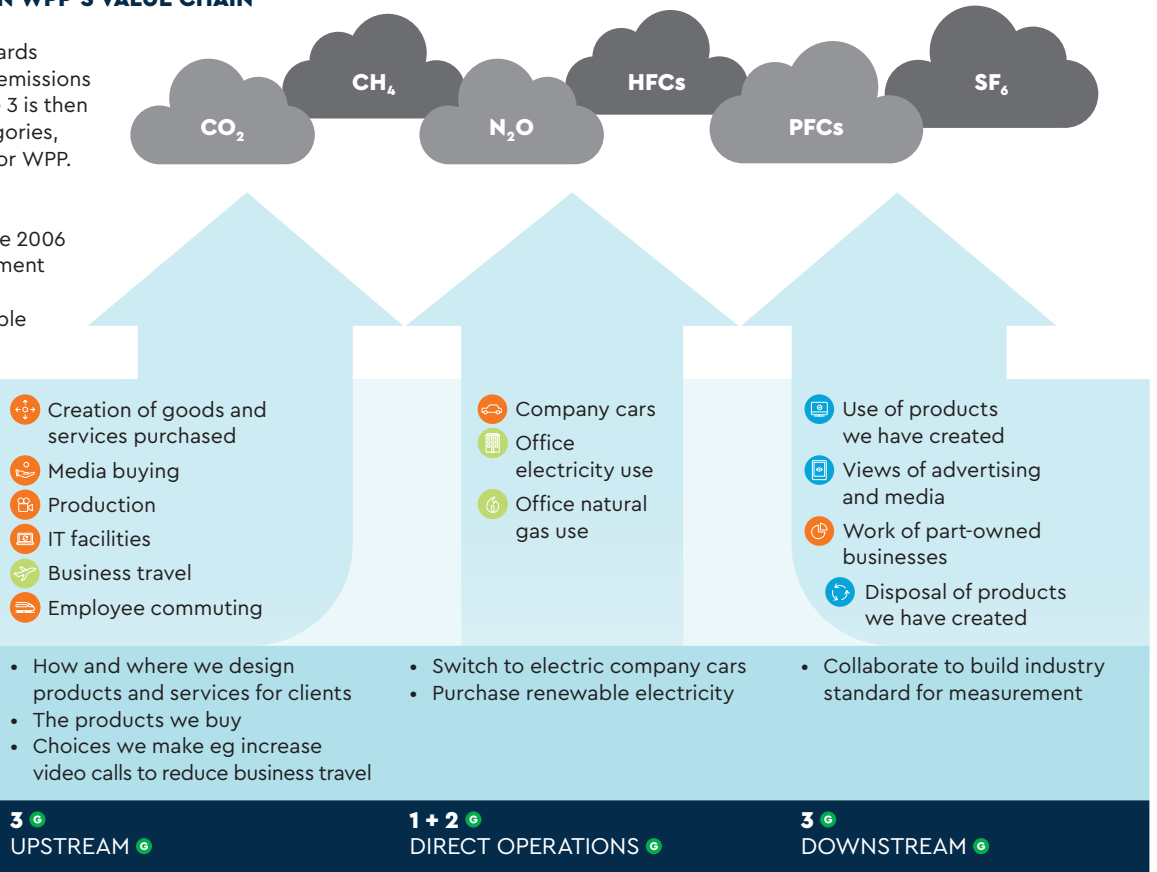
EMISSION SOURCES IN WPP'S VALUE CHAIN

The GHG Protocol standards categorise a company's emissions into three scopes. Scope 3 is then divided into 15 sub-categories, 11 of which are relevant for WPP.

Measurement:

- Measured by WPP since 2006
- Commenced measurement during 2020
- Currently not measurable

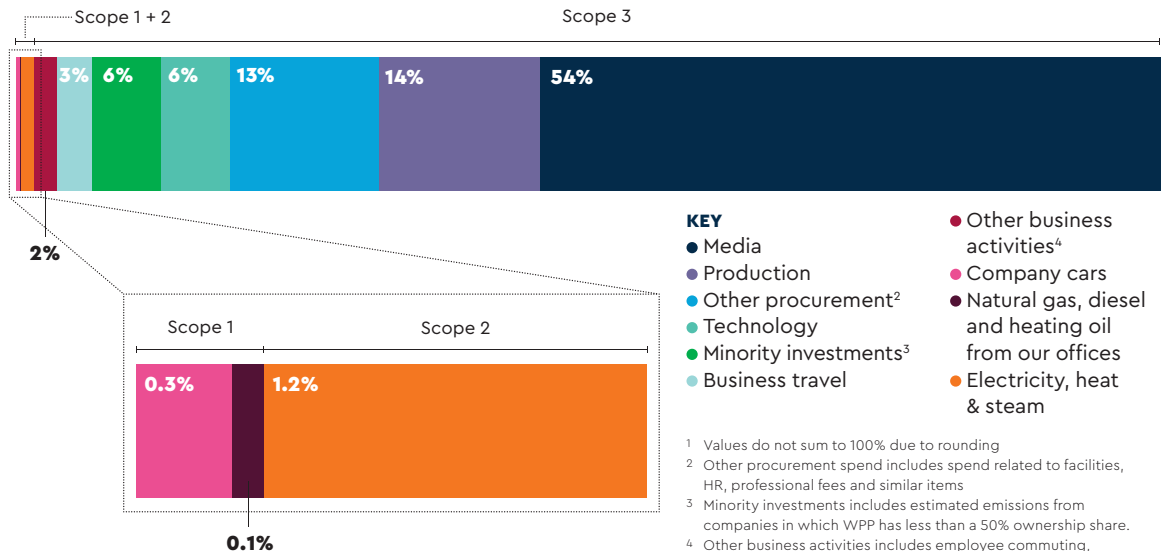
Emissions produced as a result of our activities



Terminology set by GHG Protocol.

OUR BASELINE VALUE CHAIN EMISSIONS (2019)

This chart shows the breakdown of WPP's Scope 1, 2 and 3 emissions baseline¹ (2019) and pages 21 and 23 outline our approach to reducing emissions in each of these areas. Our total carbon emissions in our baseline year of 2019 were 5.4 million tCO₂e.









OUR TRANSITION TO NET ZERO

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

To deliver these commitments, we have identified six emissions hotspots (below). We are developing detailed roadmaps to reduce emissions against these hotspots and to map progress to date. We will publish our first transition plan in 2023 aligned to the recommendations of the Transition Plan Taskforce.

i For more information about our carbon emissions, read our carbon emissions statement on page 227 of our 2022 Annual Report

SCIENCE-BASED TARGETS	Reduce absolute Scope 1 and 2 GHG emissions by 84% by 2025 (from a 2019 base year)		Reduce absolute Scope 3 GHG emissions by 50% by 2030 (from a 2019 base year)			
HOTSPOTS	Campuses 	Cars 	Media 	Production 	Technology 	Travel 
Read about 2022 progress	Page 21	Page 21	Page 23 and 29	Page 23	Page 23	Page 23
ACTION	Purchase 100% renewable electricity by 2025 and drive energy efficiency	Reduce our fleet and move to electric or hybrid vehicles	Develop consistent methodology and industry standards and accelerate supply chain decarbonisation	Tackle material emissions by re-imagining traditional production (eg through virtual production and recycling content)	Reduce emissions from technology and use technology to reduce emissions in other hotspots	Reduce air travel across the Company

SUPPORTED BY

SKILLS

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

DATA

Improving data quality and coverage across Scope 1, 2 and 3

FINANCING

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

GOVERNANCE

Embedding mechanisms to support and monitor delivery, including clear accountability

SUPPLIER ENGAGEMENT

Supporting suppliers to be ready for a low-carbon economy, including small and diverse businesses

EXTERNAL DEPENDENCIES

REGULATION

Government incentives, eg for combined heat and power, offsetting standardisation

INFRASTRUCTURE

Decarbonising national and regional grids on which our campuses and data centres depend

CARBON ACCOUNTING STANDARDS

For media and production emissions reporting

TECHNOLOGY AND INNOVATION

Adoption of new technologies, some of which have not yet been conceived or created

SUPPLIER DECARBONISATION

Business model innovations across the supply chain

CREATIVE TRANSFORMATION

The greatest contribution WPP can make to the transition is through the work that we do for our clients (see examples on pages 17 and 22).

As we develop our transition plan we will consider how to harness the power of creativity to shift opinion and shape behaviour at the scale required to transition to a net zero economy.

REDUCING SCOPE 1 EMISSIONS

Our Scope 1 emissions for 2022 were 14,105 tCO₂e (2021: 13,292 tCO₂e), of which a subtotal 10,051 tCO₂e (71% of our total Scope 1 emissions footprint) has been subject to independent limited assurance procedures by PwC. The Scope 1 emissions not subject to assurance procedures relate to locally contracted company cars for which the emissions have been estimated (see 'company cars', right).

OFFICE EMISSIONS

We continue to move our people into modern, more energy-efficient and dynamic workspaces that facilitate learning, encourage creative collaboration and give clients access to the breadth and depth of WPP talent in one inspiring location. Our investment in campuses around the world will, by 2025, bring 85,000 of our people together in at least 65 net-zero campuses running on electricity from renewable sources.

In 2022 we added five new campuses in Brussels, Düsseldorf, Santiago, Tokyo and Toronto. In January 2023 we opened a new campus in Guangzhou, China, taking the total to 37. We plan to open additional campuses in Atlanta, Paris and Manchester later in 2023. We also announced the construction of our first Campus in São Paulo, Brazil, a state-of-the-art space that connects WPP directly to local communities and the environment, bringing our agency networks under one roof.

Our strategy focuses on repurposing old, iconic buildings where we reuse as much of the structure and fittings as we can to retain embodied carbon and limit impact.

When we acquire any new premises larger than 50,000 square feet, we aim for that space to be certified to an internationally recognised standard such as the US LEED standard or the UK BREEAM standard.

Rose Court in London achieved the BREEAM sustainability accreditation of 'Excellent', in large part due to the retention of the main building structure and foundations which combined represent almost 60% of the embodied carbon within the building.

We aim to select, design and run our offices in a way that promotes sustainability and wellbeing. In 2022, with our architecture firm BDG, we created a new ESG building assessment tool to help us identify opportunities to reduce energy use, optimise resource use, support our employees' wellbeing needs and create opportunities for circular business models in our materials' use.

COMPANY CARS

Company cars accounted for 64% of our Scope 1 emissions. We aim to reduce emissions by shifting company cars to electric and hybrid vehicles in markets where infrastructure makes it feasible to do so.

In 2022, 30% of centrally leased company cars were electric or hybrid vehicles, compared to 24% in the prior year.

In 2022 centrally leased company car emissions were subject to independent limited assurance procedures as a subtotal of Scope 1 emissions. Locally managed car emissions were not subject to assurance due to inconsistencies in capturing emissions data. We have developed a consistent basis for capturing this information which we will build on in 2023 to strengthen this data.

Net zero

across our owned operations (Scope 1 and 2) by 2025

65+

campuses accommodating 85,000 of our people by 2025



For more information about our carbon emissions, read our carbon emissions statement on page 227 of our 2022 Annual Report

REDUCING SCOPE 2 EMISSIONS

In 2022, Scope 2 market-based emissions were 11,096 tCO₂e (2021: 21,840 tCO₂e), a 49% reduction from 2021. Scope 2 location-based emissions were 50,867 tCO₂e (2021: 55,990 tCO₂e), a 9% reduction from 2021.

WPP is committed to sourcing 100% of its electricity from renewable sources by 2025. We are a member of RE100, a global initiative bringing together businesses committed to 100% renewable electricity to accelerate change towards zero carbon grids at scale.

We made significant progress during the year, purchasing 83% of our electricity from renewable sources (2021: 74%).

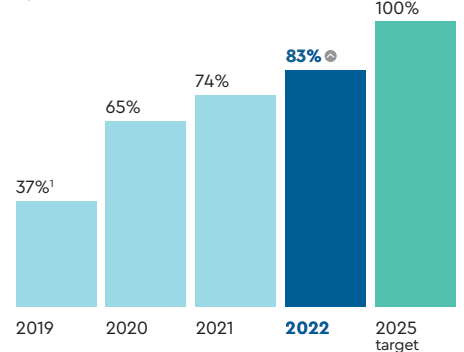
In 2022, we partnered with Climate Impact Partners to purchase Energy Attribute Certificates in line with RE100 guidance.

Data is collected locally using a variety of acceptable methods to calculate Scope 2 emissions. In 2022, we provided additional guidance and training to our agencies to improve the consistency of reported data, especially within campuses. In 2023 we will continue to streamline our methodology to improve consistency.

83%

electricity purchased from renewable sources (2021: 74%)

ELECTRICITY FROM RENEWABLE SOURCES



¹ Figure restated in 2020 as part of data reviews upon joining RE100

[⊙] This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2022. For the results of PwC's 2022 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2022', see page 53

HELLMANN'S: COOK CLEVER, WASTE LESS

Say no to waste and yes to taste

OFFER
COMMUNICATIONS

AGENCY
MINDSHARE, UK

CLIENT
HELLMANN'S (UNILEVER)



If global food waste were considered a country, it would be the third largest emitter of greenhouse gases in the world. Hellmann's is on a mission to raise awareness of how UK households are major contributors to the food waste issue.

Mindshare and Hellmann's co-created a four-part TV series, Cook Clever, Waste Less, featuring top UK cook and self-proclaimed queen of leftovers, Prue Leith, and NHS GP and food expert Dr Rupy Aujla. The programme educated four households on how to minimise food waste, sharing practical tips and money-saving advice such as the benefits of meal planning, batch cooking and re-using leftovers.

To extend reach, Mindshare created and promoted a host of digital assets across social and online video throughout the campaign period. The agency also promoted a downloadable recipe book, created by Hellmann's, that meant people had a long-lasting resource to help combat their waste at home.

500%
increase in traffic
to Hellmann's website

40k
recipe books
downloaded

3.4m
people tuned in to
watch Cook Clever,
Waste Less

32%
of viewers said they
would re-use leftovers
in future



REDUCING SCOPE 3 EMISSIONS

Our supply chain makes up the overwhelming majority (98%) of our total emissions. The chart (right) provides a breakdown of our Scope 3 baseline carbon emissions (2019).

We aim to halve our Scope 3 emissions by 2030 (from 2019 baseline year) and reach net zero emissions in our supply chain by 2030. These commitments include the carbon emitted from the advertising we place in the media on behalf of our clients – which represent over half (55%) of all the baseline emissions in our supply chain.

Our decarbonisation efforts are focused on four priority supply chain emissions hotspots: media buying, production, technology and travel. Our progress during the year is set out below.

Data quality is particularly challenging for Scope 3 emissions, as they are beyond our direct control. We are reviewing how we capture and calculate Scope 3 emissions and aim to improve both data quality and coverage so that over time we are able to seek independent limited assurance over a larger proportion of Scope 3 emissions.

i Read more about our actions to deliver better data and methodology on page 24

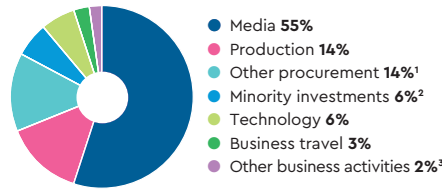
MEDIA DECARBONISATION

With more than \$60 billion in advertising placed annually on behalf of clients, WPP is the world's largest investor in media advertising. Media comprises more than half of WPP's total supply chain emissions. As the first holding company to account for media emissions in our science-based reduction targets, WPP and GroupM are rapidly identifying risks and opportunities to support the industry and clients to reduce emissions in this highly complex space.

We believe that the relative carbon footprint of different media distribution options will increasingly influence where client investment is made. We are seeing this already and expect this to grow substantially over the next three years as the urgency and financial imperative to deliver on net zero pledges increases across all businesses. That is why through GroupM's media decarbonisation programme we are investing to enable investment decisions which factor in supply chain decarbonisation.

In 2022, GroupM developed and released a methodology for calculating emissions from media and launched a coalition of leading advertisers, worth \$10 billion in global advertising investment, with a commitment to advocate for shared industry standards and accelerate the decarbonisation of the world's media supply chain. In February 2023, we launched a new media omnichannel

VALUE CHAIN EMISSIONS (2019 BASELINE)



¹ Other procurement spend includes spend related to facilities, HR, professional fees and similar items
² Minority investments includes estimated emissions from companies in which WPP has less than a 50% ownership share
³ Other business activities includes employee commuting, downstream leased assets (buildings) and other fuel use

carbon calculator for clients, enabling clients for the first time to factor channel-level carbon emissions data into their media planning.

i Read more about GroupM's media decarbonisation programme on page 29

PRODUCTION

The carbon emissions generated by the production of the films and other content we create on behalf of clients account for 14% of our supply chain footprint. In 2022, we kicked off a cross-agency global taskforce to tackle shared challenges and replicate successful efforts to reduce emissions.

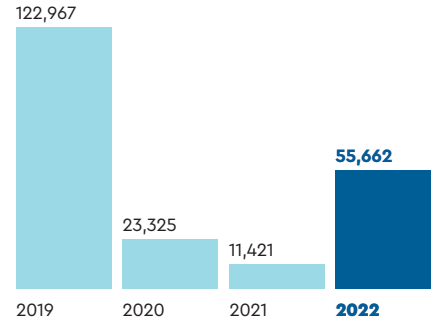
A single hour of film typically generates five tonnes of CO₂e, resulting in estimated industry emissions of around a million tonnes of CO₂e a year. Hogarth, our production agency, continues to develop virtual production capabilities, partnering with key industry innovators to create a compelling alternative to traditional production methods.

We are proud to be a founding member of AdGreen, an initiative to unite the advertising industry in eliminating the negative environmental impacts of production. AdGreen provides free training, a renewable energy buy-in scheme and practical resources to enable individuals, wherever they sit in the production value chain, to take action to reduce emissions.

TECHNOLOGY

The technology we use – from data centres to the e-mails we send – generates carbon emissions that make up 6% of our Scope 3 footprint. As we increase our use of cloud infrastructure, powered by renewable electricity, we will reduce our energy consumption and our carbon emissions, as well as drive down waste. Technology also has a role to play in reducing our campus emissions. For example, we have deployed low-cost sensor technology within server rooms to optimise and reduce energy use.

CARBON EMISSIONS FROM AIR TRAVEL TONNES CO₂e EMISSIONS



AIR TRAVEL

Business travel accounts for around 3% of our value chain carbon footprint. In 2022, air travel emissions increased significantly compared to 2020 and 2021 as Covid-19 travel restrictions were lifted. In 2022, Scope 3 business air travel emissions were 55,662 tCO₂e (2021: 11,421 tCO₂e), including a total of 34,315 tCO₂e from centrally contracted flights, an increase of 387% versus 2021 and a decrease of 55% versus pre-pandemic levels in 2019. This consisted of 146 million air miles travelled, including a sub-total of 116 million air miles travelled via centrally contracted flights.

We collected air travel emissions using centrally managed data from our three travel management companies for the first time. This covers 79% of group air travel, and we extrapolate for the remaining 21%. The centrally managed data is subject to independent limited assurance procedures by PwC.

The move to centrally managed data improved the consistency and accuracy of our air travel data compared to prior years. Air travel emissions subject to assurance are based on average passenger emissions factors: in 2023, we will work to include travel by class in our metrics subject to assurance for the first time.

To offset emissions from air travel we have been purchasing high-quality carbon credits since 2007 and have permanently retired 1.65 million carbon credits, which are charged to each of our agencies to create an internal carbon cost. Read more about our approach to offsets on page 24.

[⊙] This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2022. For the results of PwC's 2022 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2022', see page 53

OFFSETTING

The first step to limiting emissions must always be to reduce the total footprint of any product or service as far as possible.

Our Environment Policy, introduced in 2022, sets out how we manage the cost and quality of carbon credits purchased to offset emissions we cannot avoid.

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

Where a WPP company is offering carbon offsetting services (eg net zero or carbon neutral) to clients, all calculations should be completed in line with the Greenhouse Gas Protocol Corporate Accounting Standard.

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

In 2022 we purchased credits to offset our air travel through Climate Impact Partners, a specialist in carbon market solutions for climate action. During the year we supported three clean cooking projects in Bangladesh, India and Kenya. Together, these projects support ten of the UN Sustainable Development Goals.

In 2023 we will further develop our offsetting strategy as part of our transition plan.



To read our Environment Policy visit wpp.com/sustainability

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

DATA QUALITY AND DISCLOSURES

DATA QUALITY

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

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

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

We will work to develop more robust protocols and calculation methodologies. We expect our wider transformation strategy will enable us to manage more data centrally, improving consistency.

Data quality is particularly challenging for Scope 3 emissions, as they are beyond our direct control. We are reviewing how we capture and calculate Scope 3 emissions and aim to improve both data quality and coverage so that over time we are able to seek independent limited assurance over a larger proportion of Scope 3 emissions.

From production to media investment, we support the development of more robust protocols to measure emissions across the industry. In 2022, GroupM developed and released a methodology for calculating emissions from media and launched a coalition of leading advertisers with a commitment to advocate for shared industry standards and accelerate decarbonisation of the world's media supply chain (page 29).

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

Our fifth TCFD disclosure is included in our 2022 Annual Report (pages 220 to 226) and is structured around four themes: governance, strategy, risk management, and metrics and targets.

In our TCFD statement we identify the following climate-related physical and transition risks and opportunities, their potential business impact and how we manage them.

RISKS

- Increased frequency of extreme weather and climate-related natural disasters
- Delivering net zero commitments
- Changes in regulations and reporting standards
- Increased reputational risk associated with misrepresenting environmental claims in marketing and advertising content
- Increased reputational risk associated with working on client briefs perceived to be environmentally detrimental

OPPORTUNITIES

- Increased demand for sustainable products and services
- Achieving resource efficiencies through cutting our carbon footprint and improving energy efficiency

CDP CLIMATE CHANGE

We participate in the CDP climate change and supply chain programme to disclose our climate strategy and performance to a collaboration of institutional investors. In 2022, we maintained our A- rating.



To read our CDP response, visit cdp.net

CIRCULAR ECONOMY

People consume 1.75 times more natural resources than the earth is capable of regenerating.¹ Moving from a 'take-make-dispose' economy to a circular economy where waste is eliminated, resources are circulated and nature is regenerated could fulfil people's needs within the safe limits of the planet. Today, the global economy is only 7.2% circular: more than 90% of materials are either wasted, lost or remain unavailable for reuse.²

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

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

- 1 helping companies navigate a complex regulatory framework to secure their place in the new circular economy
- 2 inspiring consumers to think differently and change habits and behaviours (see page 22)
- 3 creating more sustainable approaches to product and packaging design and how products reach (and are used by) consumers (see page 17)
- 4 building coalitions, raising awareness and driving change at scale.

Within our own operations, we remain committed to phasing out plastics that cannot be reused, recycled or composted across our campuses and offices worldwide.

In 2022 as office occupancy increased we redoubled our efforts, focusing on our campuses and the products we buy through our global procurement team. All our campuses completed a plastics audit looking at what they buy and how they dispose of plastics. And at year end all campuses had recycling facilities for plastics in place.

We formed a global single-use plastics taskforce which developed centralised resources to support our people to take action locally. The impacts and benefits felt at grassroots level extended beyond eliminating plastics. In our San Francisco Campus, removing all vending machines and replacing them with healthy, refillable snack counters brought not only a financial benefit but also boosted employee health and wellbeing.

But we still have work to do. In 2023, with sponsorship from our agency Chief Finance Officers, we will continue to drive progress beyond our campuses and across the products purchased by our agencies. It will take collective action to deliver on our commitment, and in 2022 we launched a global campus green team to connect the changemakers who are driving action across our offices. Equipped with a plastics playbook containing a five-step action plan, practical tools and resources, members share best practice and collaborate to solve common challenges.

WASTE AND RESOURCES

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

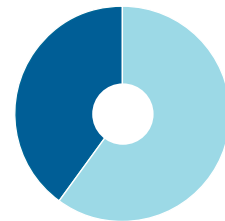
Our main waste types are electronic waste and office consumables such as paper, card, cans, plastic bottles and toner cartridges. We have identified preferred recycling partners for our operating companies in major markets and we work with landlords on waste management in the properties we lease.

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

In 2022, 2,199 tonnes of waste were reported, (2021: 2,660) of which 60% was recorded as recycled (2021: 64%). In 2021, some inconsistencies and errors were identified in how waste data is recorded and categorised at the reporting unit level. We continue to work to strengthen how we collect data and remediate the inconsistencies and errors before seeking independent limited assurance in a future period.

WASTE RECYCLED

%



- Proportion recycled waste 60%
- Proportion non-recycled waste 40%

¹ Circular Transformation of Industries: Unlocking New Value in a Resource-Constrained World, World Economic Forum
² CGR 2023 (circularity-gap.world)

CLIENTS



The work we do for our clients reaches billions of people each year, presenting our greatest opportunity to create positive change

WHO'S IN CHARGE?

Our agencies and client leads oversee our work with clients on sustainability. The WPP Executive Committee provides additional oversight and guidance on any ethical issues that may arise

We set clear ethical standards for our people and agencies through our policy framework and training including the WPP Code of Business Conduct. In 2022 we introduced a revised Assignment Acceptance Policy and Framework to provide additional guidance when taking on new work

HOW ARE WE DOING?

78%

of our top 50 clients have set or committed to set science-based carbon reduction targets

GREEN
CLAIMS
GUIDE

and training launched to equip our people to make effective green claims that are not misleading in any way

8.2

Likelihood to Recommend score for diversity, equity and inclusion out of a possible ten from our clients in 2022

IN THIS SECTION

WORK WITH IMPACT

Our growing offer to support our clients in delivering lasting positive impact through their brands. Includes our sustainability capability to support our clients

ACTING ETHICALLY AND WITH INTEGRITY

Maintaining high standards and strong compliance in areas such as environmental claims (including our new Green Claims Guide), ethics, human rights, privacy and data security

NEW CLIENT ASSIGNMENTS

Includes our revised Assignment Acceptance Policy and Framework

WORK WITH IMPACT

We believe in the power of world-class creative ideas to drive client growth. Businesses and consumers alike are feeling the effects of inflation, climate change, geopolitical uncertainty and rising social inequality. Businesses are looking for solutions that unlock growth, while also addressing their environmental and social impact.

Clients look to us to help find and scale solutions that address their most material impacts and the problems that matter most to their consumers through authentic, credible actions.

Driving behavioural change at scale can deliver real impact: the IPCC estimates that behaviour change could reduce global emissions by 40–70% by 2050.¹

And consumers want to change their own behaviour. In a survey conducted by Wunderman Thompson, 85% of GenZ respondents said they believe people must be prepared to rethink the way they live and spend to tackle climate change, and 70% are prepared to make dramatic changes to their lifestyle if it will help tackle climate change.²

Our sustainability playbook, updated in 2022, showcases the diversity of our sustainability capability and innovative work (see page 28).

In 2022 Ogilvy Consulting's Sustainability Practice grew by 30% through work helping clients take a leadership position in sustainability, from developing ESG strategies to designing go-to-market brands and communications.

GroupM developed and released a methodology for calculating emissions from media and launched a coalition of leading advertisers — worth \$10 billion in global advertising investment — with a commitment to advocate for shared industry standards and accelerate the decarbonisation of the world's media supply chain. And, in February 2023, the agency launched a new media omnichannel carbon calculator for clients.

i Find out more about GroupM's media decarbonisation initiative on page 29, and about how we support our clients on their own sustainability journeys on page 28

CLIENT SATISFACTION

We measure client satisfaction using our industry-leading platform, Vantage. In 2022 we created two additional metrics that align to our purpose as WPP:

- How well we support our clients' diversity, equity and inclusion goals
 - earning a score of 8.2 out of ten across 2022
- How well we support our clients' sustainability goals – earning a score of 7.9 across the second half of 2022

BUILDING AN OPEN AND INCLUSIVE FUTURE WITH OUR CLIENTS

People are complex and intersectional and so are their needs. How we communicate with people depends upon how they define themselves. To be relevant to today's communities and to build meaningful connections with consumers, marketing must be inclusive, intersectional and intentional.

Our Inclusive Marketing Playbook and resource library, updated in 2022, embeds inclusive marketing principles in everything we do, and our Diversity Review Panel provides a forum to escalate and address concerns around potentially offensive or culturally insensitive work.

In 2022, we launched the Consumer Equality Equation report exploring the relationship between ethnicity and the consumer experience in the UK. Supported by the WPP Racial Equity Programme (see page 34), the study found that businesses that fail to engage meaningfully with these consumers stand to miss out on a cumulative disposable income of £16.7 trillion by 2061.



Download the Consumer Equality Equation report at wpp.com/consumer-equality-equation-report

Unite, WPP's company-wide LGBTQ+ community, and Choreograph, our data company, published Beyond the Rainbow, a survey of over 7,500 people in the United States, UK, and Canada. This report aims to provide data around how queer communities view themselves as depicted in advertising and marketing.

GroupM's media inclusion initiative aims to direct investment in, and create opportunities for, diverse media companies and content creators with an initial focus on Black-owned media in the United States. In its first 18 months, the initiative resulted in a +250% increase in client investments in Black-owned media.

Superunion launched Design for Difference, inclusive design principles and guidelines that focus on celebrating difference and making design accessible (see page 12).

SCALING IMPACT THROUGH INDUSTRY ALLIANCES

UNSTEREOTYPE ALLIANCE

As a founding member of the Unstereotype Alliance, we partner with UN Women to work towards eradicating harmful stereotypes from all advertising and media and to drive positive social change. To mark the fifth anniversary of the Unstereotype Alliance, we hosted a celebratory panel at Cannes Lions, discussing the importance of mobilising public action, and engaging employees worldwide as influential advocates.

In 2022, we shared insights and data with the global Unstereotype Alliance network on issues including body autonomy and the Consumer Equality Equation report. We also engaged locally in Australia, Brazil, India, Kenya, South Africa, Turkey and the UK.

AD NET ZERO

Collaboration will be critical in delivering our own carbon reduction targets (see page 24) and promoting low-carbon and regenerative living at the scale needed to address the climate crisis. WPP is a founding member of Ad Net Zero (ANZ) in the UK, an advertising industry initiative to help tackle the climate emergency by decarbonising advertising operations and supporting every industry to accurately promote sustainable products and services.

In 2022 at the Cannes Lions Festival of Creativity, ANZ launched globally with the support of 25 companies, including major holding companies, tech companies, advertisers, and worldwide trade bodies. In November, leaders from six WPP agencies led discussions on issues from future proofing business to consumer behaviour change at the ANZ Summit. And in February 2023 WPP was proud to support the launch of ANZ in the United States alongside the ANA, 4As and our peers.

CHANGE THE BRIEF ALLIANCE

WPP is a founding member of #ChangeTheBrief Alliance, which aims to harness the creative power of our industry to bring the climate crisis to life. The alliance scales an initiative which originated at Mindshare into a not-for-profit industry partnership between agencies of every size and type – media, creative, design, PR – and their clients. Through an on-demand sustainability learning programme, expert advice at a category level and an interactive community, the alliance encourages and challenges members to adapt their work to promote more sustainable choices and behaviours through every channel available to them.

¹ IPCC Working Group III report, *Climate Change 2022: Mitigation of Climate Change*, April 2022

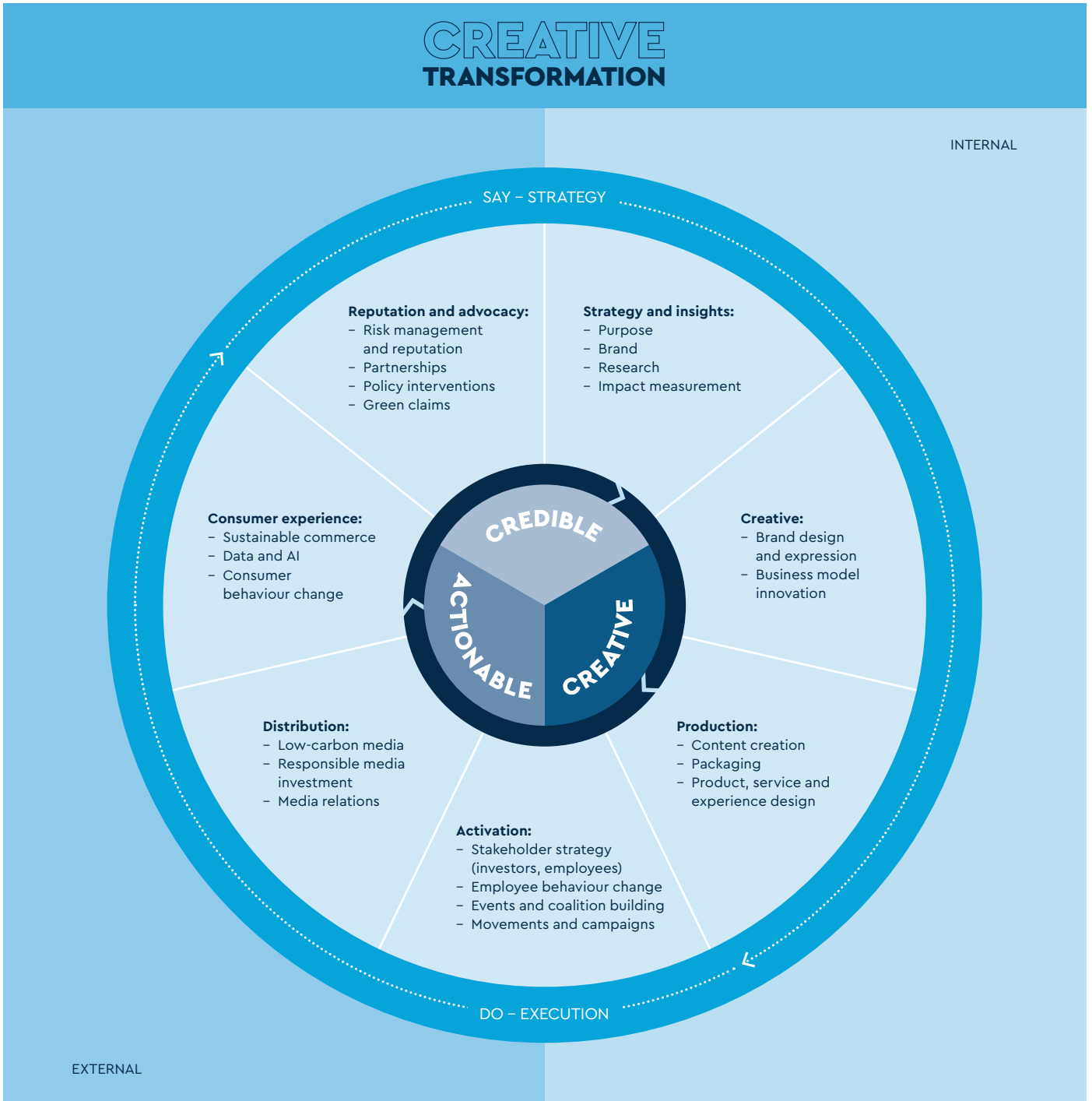
² *The Future 100*, Wunderman Thompson

SUSTAINABILITY CAPABILITY

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

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

Examples include helping Hellmann's raise awareness of the scale of food waste in the UK, and a collaboration between Microsoft and WPP for Haleon that harnesses AI to help blind and low-vision people access information on healthcare packaging.



CALCULATING MEDIA EMISSIONS

Decarbonising the media industry



WE INTRODUCED OUR GLOBAL FRAMEWORK WITH A GOAL OF UNITING THE INDUSTRY. WE KNOW WE CAN ACHIEVE MORE, TOGETHER, THAN WE CAN WITH SEPARATE AND DISPARATE ACTION"

Christian Juhl
Chief Executive Officer, GroupM

GroupM is the world's largest media buyer, placing more than \$60 billion each year on behalf of clients. In line with WPP's commitment to halve supply chain carbon emissions by 2030 (from a 2019 baseline), in 2022 GroupM launched an ambitious and bold new strategy to decarbonise media advertising.

Working with independent carbon measurement specialists, and with input from clients, industry partners and third parties, GroupM developed and launched a global carbon measurement framework that makes it possible, for the first time, to measure carbon consistently across different media channels. To help drive industry-wide progress and work towards a common measurement system for emissions from media buying, GroupM made the framework open source.

To push for the biggest change in the shortest timeframe, GroupM formed a client coalition to bring together leading advertisers, collectively representing \$10 billion in global advertising investment. The coalition will advocate for shared industry standards and advance efforts to reduce the amount of carbon created by the placement of advertising.

In February 2023, GroupM launched an omnichannel version of its carbon calculator, enabling clients for the first time to factor channel-level carbon emissions data into their media planning.



Scan to access the research



ACTING ETHICALLY AND WITH INTEGRITY

Our work has the power to bring about change – it regularly changes attitudes, opinions and the way people behave. As it is critical that these changes are for the better, we are committed to acting ethically in all aspects of our business, and to maintaining the highest standards of honesty and integrity.

We will not undertake work that is intended or designed to mislead or deceive.

We require that all the work our agencies 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.

We work hard to maintain strong compliance in areas such as ethics, human rights, privacy and data security. All of this is covered in our Code of Business Conduct and in our mandatory online ethics training, which all employees (including freelancers working for more than four weeks) are required to complete annually.

Our agencies 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.

ENVIRONMENTAL CLAIMS

Work that includes environmental claims is being held to ever-higher standards of fairness and objectivity, both by regulators and the general public. This means that it is more important than ever that any claims we make on behalf of clients are authentic, material and matched by real action.

In 2022 we launched a Green Claims Guide, designed to equip our people with principles and practical tips to make effective green claims that are not misleading (read more below).

A FORMULA FOR EFFECTIVE GREEN CLAIMS

Consumer behaviour change could drive down global carbon emissions by 40-70% by 2050.¹ Effective green claims can help shift opinion and change behaviour at the scale needed to transition to a low-carbon economy. But more than 60% of consumers are cynical about the motivations behind brands' sustainability actions.²

In 2022 we launched a new Green Claims Guide, informed by guidance from regulators such as the UK Competition and Markets Authority and US Federal Trade Commission, and underpinned by legal compliance advice. The guide is designed to help our people worldwide in making environmental

claims on behalf of clients that are accurate, authentic and material, and not misleading in any way.

The guide provides principles and practical tips for account managers, strategists, creatives and media planners to use from brief to behaviour change. Training sessions share a formula for effective green claims, and give people the chance to explore real case studies and rulings to help them identify and avoid greenwashing.

The guide is complemented by a legal toolkit, which has been incorporated into our legal clearance process.

In 2023 we launched a client version of the guide, and will offer targeted training focusing on green claims in specific sectors or markets to our people and – where requested – to clients.

¹ Climate Change 2022: Impacts, Adaptation and Vulnerability, Sixth IPCC Report
² Sustainability Communications Need to Get Real, Ogilvy Consulting



BE TRUTHFUL & ACCURATE



DO NOT OMIT OR HIDE IMPORTANT INFORMATION



ONLY MAKE FAIR & MEANINGFUL COMPARISONS



CONSIDER THE FULL LIFECYCLE OF THE PRODUCT



SUBSTANTIATE THE CLAIMS



BE SPECIFIC



BE CLEAR & UNAMBIGUOUS



USE PLAIN LANGUAGE



DO NOT OVERSTATE THE BENEFIT



AVOID SWEEPING OR UNQUALIFIED CLAIMS



CAREFULLY CONSIDER IMAGERY



BE SOCIALLY RESPONSIBLE

ONLINE ADVERTISING

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

Our approach to limiting risk and improving trust and quality in the digital supply chain is multi-layered, involving our trading, operational, technical, legal and industry engagement teams. Our guides on brand safety in gaming and advertising to children

help our clients safely reach online audiences. To help navigate the rise in climate misinformation, we include a dedicated climate change list as part of our exclusion list of harmful content sites and apps.

We take a zero-tolerance approach to advertising placed adjacent to harmful content, in pirated content environments or on fraudulent or non-viewable placements. We recognise that zero tolerance does not always equal zero risk. That is why we apply

a consultative approach to brand safety and brand suitability. We believe clients should be fully aware of the strategic, implementation and tactical implications of managing brand safety across all buying methods and media channels.

1 Find out more about our approach to data ethics, privacy and and security on page 43

NEW CLIENT ASSIGNMENTS

We have a process in place to review new assignments and clients.

Each of our agencies has a global Risk Committee, chaired by its respective CEO, to ensure that leadership has a full understanding of the risks across businesses and markets (see 'Risk Governance Framework' on page 86 of our 2022 Annual Report).

During the year we put in place a revised Assignment Acceptance Policy and Framework, covering all client sectors, that requires various categories of work to be considered by our agencies' Risk Committees or escalated to WPP for review. For an example of how we apply this policy, see below.

WORKING WITH ENERGY CLIENTS

At WPP we support the aims of the Paris Agreement and believe in the urgent need to transition to net zero.

Energy companies¹ must meet the energy needs of the world today while playing a central role in an orderly transition, if a transformation of this scale, complexity and impact is to be successful. Our agencies work with a number of clients in the energy sector.

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

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

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

This is an area that we keep under ongoing review, as we continuously evaluate the nature of the work we perform for clients and the context in which it occurs.

To learn more about our commitment to honesty and integrity in our work, and how we ensure adherence to marketing standards, see page 30.

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

HALEON AND MICROSOFT'S SEEING AI

"Always read the label".
But what if you can't?

OFFER
EXPERIENCE, TECHNOLOGY

AGENCIES
GREY (AKQA), H+K STRATEGIES,
WUNDERMAN THOMPSON

CLIENT
HALEON

There are 285 million visually impaired people in the world who might have difficulty accessing vital healthcare information, simply because they can't read the labels on products.

As one of the world's largest consumer health companies, Haleon had an opportunity to give those with trouble seeing or reading renewed control over their healthcare with accessible packaging. Grey New York suggested leveraging the one universal element on every packaged good: the barcode.

Through Haleon's partnership with Microsoft's Seeing AI app, all Haleon barcodes in the USA and the UK became access codes. The world's first barcodes which speak important healthcare information aloud to the visually impaired. When scanned, access codes read aloud important information such as usage and safety instructions, dosage, allergy warnings and more.

The WPP agencies interviewed members of the visually impaired community, established a radio-centric PR plan, and partnered with The Royal National Institute of Blind People. With an audio-first approach to paid and earned media, the agencies created a catchy original song and accompanying video in collaboration with a visually impaired director, urging the community to help spread the word about access codes.

10x
more downloads of
Seeing AI since launch

547m
earned reach

17%
growth in awareness



COMMUNITIES



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

WHO'S IN CHARGE?

Most of our charitable giving and pro bono work is managed within our agencies, based on their values and their employees' passions. At a global level, we work with partners, including the UN, to drive sustainability at scale

HOW ARE WE DOING?

\$16.2m

committed to inclusion programmes since 2020 as part of our commitment to invest \$30m over three years in racial equity (excludes 2022 investment)

\$670,000

generously donated by 4,000+ employees to Ukraine emergency appeal, matched by WPP to bring the total to \$1.34 million

£35.5m

total social contribution, taking into account cash donations, pro bono work, in kind contributions and free media space (2021: £41.0 million)

IN THIS SECTION

CREATIVITY FOR SOCIAL CHANGE

Giving creativity back at scale, including global partnerships and our Racial Equity Programme

ACTION IN LOCAL COMMUNITIES

Our approach to supporting and investing in local communities

SUPPORTING EMPLOYEE GIVING

Employee match funding and encouraging our people to volunteer their time and skills

WHAT WE GAVE IN 2022

Breakdown of our social investment

OUR RACIAL EQUITY PROGRAMME

How we invest in projects to help advance racial equity for our people and in communities

INVESTING IN COMMUNITIES

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

CREATIVITY FOR SOCIAL CHANGE

The work we do with our clients and partners has the power to inspire widespread social change. Good communications are essential to bring about the shift in attitudes and behaviour needed to end extreme poverty, inequality and climate change, and contribute towards the UN Sustainable Development Goals (SDGs).

We can help amplify 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: it is often worth more than an equivalent cash donation for the beneficiary, helping to increase donations, recruit members, change behaviour and achieve campaign goals, while also giving our colleagues the chance to work on fulfilling, impactful and sometimes award-winning campaigns that build their skills and knowledge and raise the profile of our agencies.

COMMON GROUND

Common Ground is a collaboration between the world's six largest advertising groups and the United Nations, created to support the SDGs. WPP's focus is on gender equality (SDG 5).

As a founding member of the Unstereotype Alliance, we partner with UN Women to work towards eradicating harmful stereotypes from all advertising and media and to drive positive social change. To mark the fifth anniversary of the Unstereotype Alliance, we hosted a celebratory panel at the Cannes Lions Festival of Creativity, discussing the importance of mobilising public action, and engaging employees worldwide as influential advocates.

In 2022, we engaged locally in Australia, Brazil, India, Kenya, South Africa, Turkey and the UK. We also shared insights and data with the global Unstereotype Alliance network on issues including body autonomy and the Consumer Equality Equation report, a study into the relationship between ethnicity and the consumer experience in the UK.



Download the Consumer Equality Equation report at wpp.com/consumer-equality-equation-report

RACIAL EQUITY

In June 2020, we committed to invest \$30 million over three years to use the power of creativity to build more equitable futures for our people and communities impacted by racism. Since then, we have committed \$16.2 million to inclusion programmes. This does not include amounts invested in 2022, as we are still in the process of collating and preparing the data. We intend to finalise our internal review of the data before reporting later in the year.

We aim to fund initiatives that will deliver immediate results, while also laying the foundation for meaningful and sustainable change.

Our Racial Equity Programme was crafted across three pillars:

- 1. Investment in internal equity and inclusion initiatives** such as the beginning of WPP Australia's reconciliation journey with the first step, Reflect, of its Reconciliation Action Plan – which aims to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander people. Pillar 1 also includes our efforts in hiring, retaining, developing and promoting talent to ensure that our employees reflect the diversity of the communities and markets within which we work.
- 2. Creative use of media value and pro bono work** in support of non-profit organisations and charities with anti-racist objectives. Pillar 2 also includes charitable giving, such as the Ogilvy Molefi Thulo Bursary Fund, which is a long-term programme in partnership with the Loeries Awards Company that is designed to discover and support the next generation of industry creative talent in South Africa.
- 3. Funding for 'bold, audacious and creative' initiatives** that will create measurable impact in advancing racial equity around the world. For example, in 2022, we allocated funds to programmes ranging from a hands-on creative technology apprenticeship for high school graduates and underemployed adults in Pittsburgh's Black community, to a mentor training and personal development programme for formerly incarcerated men in the UK.



CREATIVITY HAS THE POTENTIAL TO ADDRESS THE BIGGEST CHALLENGES OF OUR TIME"

Rob Reilly
Global Chief Creative Officer, WPP

ACTION IN OUR LOCAL COMMUNITIES

We encourage our people to use their creativity and expertise to support the local causes they are passionate about, and we have a long tradition of pro bono work covering a range of issues from the arts to conservation, health and human rights.

In 2022, the WPP India Foundation, having supported over 15,000 underprivileged local children with education, training and social support since 2015, was announced as CSR Foundation of the Year (see page 37).

In Australia, we were named one of the most inclusive employers in the country.

And in the UK, we partnered with the One Club of Creativity to launch the One School, designed to support Black British creatives entering the industry with a free, 16-week portfolio and mentoring programme.

\$16.2 million

committed to inclusion programmes as part of our commitment to invest \$30m over three years (excludes investments in 2022)

SUPPORTING EMPLOYEE GIVING

Our people around the world donated generously to the UNHCR appeal set up by WPP agency Blue State to support those forced to flee their homes in Ukraine. More than 4,000 individuals between them donated \$670,000, which WPP matched, bringing the total to \$1.34 million. A number of clients, inspired by our appeal, donated a further \$1.4 million.

We continue to partner with the UNHCR to run employee match funding appeals for disaster relief. Our people have given in response to the floods in Pakistan and, in February 2023, in response to the devastating earthquakes in Turkey and Syria.

VOLUNTEERING

In addition to providing donations, we encourage our people to volunteer their time.

In France, we partnered with social engagement platform Wenabi to launch a new employee volunteering programme, We Care & We Act, to match the talent, skills and interests of our people with requests for volunteer support, enabling positive action in the community.

Our agencies also provide volunteering opportunities for our employees. For example, VMLY&R continued its annual Foundation Day tradition by closing for business all its offices around the world on 29 September to give more than 13,000 employees the opportunity to support causes and non-profit organisations of their choice. The day aims to highlight the collective impact of all employees rolling up their sleeves to give back in meaningful ways.

WHAT WE GAVE IN 2022

Our pro bono work was worth £9.6 million (2021: £7.6 million), for clients including UN Women. We also made cash donations to charities of £5.2 million (2021: £4.8 million).

During the year, WPP matched employee donations to a number of causes including our Ukraine emergency appeal.

Our pro bono work, combined with cash donations, resulted in a total social investment of £14.8 million (2021: £12.4 million), equivalent to 1.3% of headline profit before tax (2021: 0.9%).

WPP media agencies negotiated free media space worth £20.8 million on behalf of pro bono clients (2021: £17.3 million).

This included \$1.5 million media support for the UNHCR Ukraine campaign, thanks to the generosity of our media partners. The funds raised have been used by UNHCR to provide emergency shelter, relief items such as blankets, emergency payments and community support for the millions of people displaced by the conflict.

Our total social contribution, taking into account cash donations, pro bono work, in kind contributions and free media space, and excluding investments in inclusion programmes was £35.5 million (2021: £41.0 million).

£35.5m

total social contribution, taking into account cash donations, pro bono work, in kind contributions and free media space. Excludes investments in inclusion programmes (2021: £41.0 million)

\$670,000

generously donated by 4,000+ employees to Ukraine emergency appeal, matched by WPP to bring the total to \$1.34 million

THE KILLER PACK

A pack that kills mosquito larvae at source

OFFER EXPERIENCE

AGENCY VMLY&R, INDIA

CLIENT MAXX FLASH

Life-threatening diseases such as dengue and malaria were on the rise in certain areas of India. Unusually, this wasn't just in wet season – even in dry season, cases were climbing upwards.

While people were using mosquito repellents to fight mosquitoes inside the home, disease control authorities were alarmed by new breeding grounds popping up outside homes at rubbish collection points. These dumps were providing optimal conditions for mosquitoes to lay their eggs, creating an explosion in numbers.

Maxx Flash, a mosquito coil brand that helps fight mosquitoes inside homes, wanted to stamp out the mosquito menace at these breeding grounds. To answer the brief, VMLY&R created The Killer Pack. The 100% biodegradable packaging was lined and printed with active ingredients that kill mosquito larvae in the places they breed most, such as garbage dumps, dustbins, ponds, stagnant water or stormwater drains. A clever but long-lasting solution to a deadly issue.

61%
average reduction in dengue-causing larvae where distributed

Awards
Cannes Lion Grand Prix, Health & Wellness



WPP INDIA FOUNDATION

Long-term community support recognised with prestigious award

Since 2015, WPP India Foundation has been supporting underprivileged young people aged 11-18. In 2022, this work was recognised when the Foundation was awarded corporate social responsibility (CSR) Foundation of the Year at South Asia's largest CSR forum.

Since it began, the Foundation has opened doors to education, employment and better health for over 15,000 local young people.

A variety of activities take place, including English classes to improve academic scores. Children involved in the project achieved a 96% pass rate in 2022. The Foundation also developed a digital learning course in robotics, coding, 3D design and modelling – doubling participants' coding ability. Over 60% of girls who took part said they had a renewed interest in coding as a career option.

A vocational skills and livelihood training programme equips participants with the confidence, communication and presentation skills needed to secure work. Over 1,000 students have been placed, received a better job opportunity, or gained self-employment thanks to the Foundation. In addition, over 200 young people have been trained in job-readiness skills, helping them to sustain employment; 60% received an industrial placement or will be pursuing further education.



WPP INDIA FOUNDATION IS THE EMBODIMENT OF OUR MISSION IN INDIA. THIS AWARD, LIKE THE 15,000 LIVES CHANGED FOR THE BETTER THROUGH THE FOUNDATION, IS TESTAMENT TO THE TEAM'S COMMITMENT TO CREATING A BETTER FUTURE FOR OUR COLLECTIVE COMMUNITY"

CVL Srinivas
Country Manager, WPP India



RACIAL EQUITY PROGRAMME

Our Racial Equity Programme brings WPP's wider commitments and actions to life to help advance racial equity for our people and in communities.

We held two funding rounds in 2022 (our second and third funding rounds) which were open to all our markets. The second round took place between January and March 2022, while the third round completed at the end of the year.

The third round sought applications that aligned with one of three themes:

- 1. Data/tech/commerce:** in this category, we welcomed projects that leverage existing or emerging tech and data platforms and capabilities to identify, minimise and mitigate racial bias and/or tech-enabled projects that uplift, promote, and make more visible underrepresented voices, content, and issues
- 2. Creative:** in this category, we sought bold, audacious and creative projects that demonstrate that WPP is the creative transformation company
- 3. The Mashup:** in this category, we encouraged submissions to pool the resources of multiple agencies – and perhaps clients and partners too – to design and implement an intervention that advances racial equity

All applications were independently assessed by employees who volunteered as peer reviewers from different agencies in the markets from which applications were received. The rigorous assessment criteria prioritised a definitive commitment to advance racial equity, measurable impact on a specified target audience, and sustainable design.

Proposals with the highest aggregated scores were shortlisted and reviewed by the Commissioning Council through a short pitch process.



For a full list of successful projects, visit wpp.com/racialequityprogramme

RGBLACK

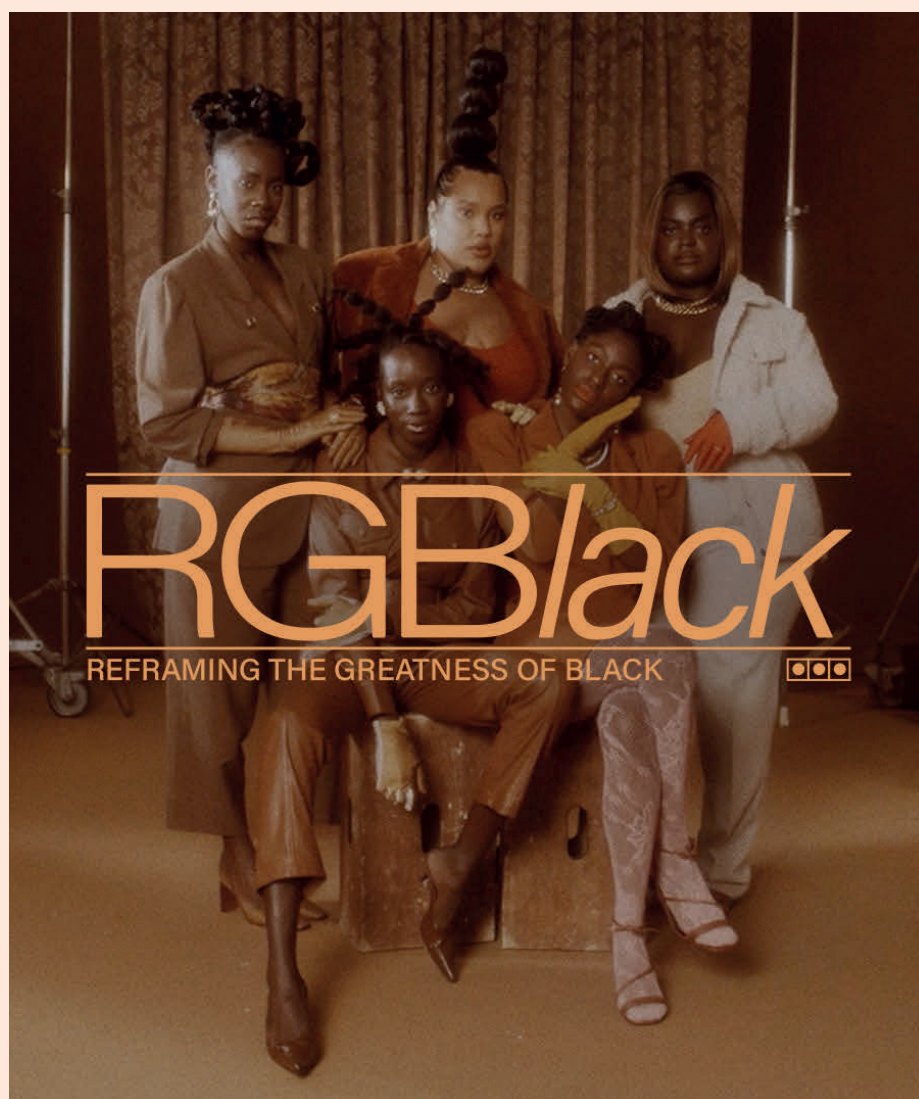
COUNTRY:
AUSTRALIA/NEW ZEALAND/
GLOBAL

AGENCY:
AKQA WITH SUPPORT
FROM SATALIA

COMMUNITY IMPACT:
EVERYONE, WITH AN ESPECIALLY
POSITIVE IMPACT ON PEOPLE
WITH DARKER SKIN TONES

For many years, white skin has been used as the standard to calibrate colours in photography using Shirley Cards. This made it difficult for Black skin tones to be portrayed authentically, and often they would look blurry, flat or shaded in photographic prints. This pattern has been repeated in technologies and algorithms trained to see human faces within digital image libraries. Studies have shown that it is challenging to locate and eliminate these biases. The result of their use is that real people are misrepresented or excluded.

AKQA is working towards building consensus in the creative and technology communities – working with colleagues, clients, corporates and educational institutions, it is championing a new standard of craft for digital creators that includes raising awareness of the dangers present in existing tools to trigger a response.



RESPONSIBLE BUSINESS

We can reduce risks to our business and clients by establishing clear policies and procedures in areas such as data security, ethical conduct, supply chain management and human rights, and by being transparent about our progress

HOW ARE WE DOING?

130,000+ employees, freelancers and contractors completed ethics training in 2022

250%+ increase in client investments in Black-owned media in first 18 months of GroupM's media inclusion initiative

GENERATIVE AI training explores how generative AI can be used and introduces principles to identify and manage the key legal, ethical and privacy risks

IN THIS SECTION

SUSTAINABILITY GOVERNANCE AND MANAGEMENT

How we manage sustainability across the Company, including governance processes and policies

TRANSPARENCY AND TRUST

Our standards, policies and procedures including our Code of Conduct

PUBLIC POLICY

Our approach, standards and policies for engaging in public policy activity

DATA ETHICS, PRIVACY AND SECURITY

Our expertise, governance, policies and resources on data and emerging technologies, such as Generative AI

OUR SUPPLY NETWORK

Setting and communicating clear supplier standards, and embedding sustainability criteria (including DE&I) within our supplier selection and onboarding process

HUMAN RIGHTS

Managing human rights and modern slavery risk, and promoting human rights

TAX POLICY

Summary of our tax payments in 2022, as well as our approach to tax planning and transparency

SUSTAINABILITY GOVERNANCE AND MANAGEMENT

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

ROLES AND RESPONSIBILITIES

WPP sets sustainability policy, with every agency responsible for implementation.

The Board is responsible for the overall long-term success of WPP and for setting the Company's purpose, values and culture and strategic direction, including on sustainability.

The Sustainability Committee supports the Board in its oversight of corporate responsibility, sustainability, environmental, social and governance (ESG) and related reputational matters. It reviews and monitors implementation of the Company's sustainability strategy and reviews policy statements on environmental and social matters. The Committee meets a minimum of four times a year. Its remit also includes reviewing major disclosures, including WPP's Modern Slavery Statement, Taskforce on Climate-related Financial Disclosures statement and, in 2023, our Net Zero Transition Plan.

Our Sustainability Committee members bring a wide range of sustainability experience and expertise including marketing, technology, sustainable business and international development, from senior positions in business and non-governmental organisations.

i See pages 3 and 4

The WPP Executive Committee sets the sustainability strategy and oversees the approach across agencies in its implementation, ensuring consistent execution and embedding of the Company's culture and values.

Our Chief Sustainability Officer – a new role created in 2022 – has operational responsibility for sustainability, supported by our group sustainability team.

Progress relies on accountability. 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.

EMBEDDING SUSTAINABILITY IN OUR AGENCIES

We have a clear policy framework through our Code of Business Conduct, Sustainability Policy (updated in January 2022 and reviewed annually by the Sustainability Committee of the Board), Supplier Code of Conduct, Data Privacy and Security Charter, Human Rights Policy Statement and other policies included in the WPP Policy Book. In 2022, we put in place a revised Assignment Acceptance Policy and Framework that subsidiaries need to follow when taking on new business (see page 31). Our agencies are required to comply with our Sustainability Policy and report performance to WPP on an annual basis.

Our sustainability team works to ensure consistent implementation of our standards. In 2022, this included a programme of training covering ESG reporting and controls, our Green Claims Guide, and capability building across central functions and our agencies relating to our net zero strategy.

We have linked the margin of WPP's \$2.5 billion revolving credit facility to specific sustainability measures, an important first milestone in WPP's journey to embed its carbon-reduction targets and broader sustainability commitments into its financing arrangements.

DATA QUALITY

Measuring and monitoring our performance is critical to delivering against our sustainability strategy. Selected ESG metrics are subject to independent limited assurance by PricewaterhouseCoopers LLP ('PwC').

i Read PwC's assurance opinion from page 53

The majority of our data is collated locally, and a common challenge is reconciling inconsistencies in data capture.

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

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

RISK MANAGEMENT

ESG risks are integrated into the Company's risk appetite and tolerance levels as well as its assessment, management and monitoring of principal risks. This includes the business review process, which is part of the Executive Management review stage of the 'Three Lines of Defence' model of risk management. At each Board meeting, the management team presents a business review of each of the operations, including an assessment of the risks in each business and details of any change in the risk profile since the last Board meeting. The business review includes the possibility of winning or losing major business; succession and the addition or loss of a key employee; regulatory changes; sustainability, including risks relating to marketing ethics, privacy, diversity and employment; political instability; and changes in accounting or corporate governance practice.

Our principal risks and uncertainties are set out in detail in the Strategic Report section of our 2022 Annual Report and include risks relating to climate change, cyber and data security and our ability to recruit and retain talented people.

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. The table on page 52 summarises how we engage with our stakeholders on sustainability issues. For more information on our stakeholders, what is important to them and how, as a Company, we engage with them, see pages 22 and 23 of our 2022 Annual Report.

TRANSPARENCY AND TRUST

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

OUR CODE OF BUSINESS CONDUCT

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

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, legally and with integrity.

It is underpinned by more detailed policies on topics including anti-bribery and corruption (ABC), hospitality and gifts, facilitation payments, the use of third-party advisors, human rights and sustainability. In January 2022, we updated the WPP Sustainability Policy and introduced a new Environment Policy to reflect our climate commitments.

Our people are required to take our online ethics training promptly upon joining and then on an annual basis thereafter. Topics include diversity, human rights, conflicts of interest and avoiding misleading work. For the training period ending in 2022, more than 130,000 employees, freelancers and contractors 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 Business Conduct is making sure that our people have the confidence to speak up and know how to raise concerns through various channels without fear of retaliation. Our approach to this is described under Whistleblowing on page 88 of our 2022 Annual Report.

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 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 business integrity team and is available via phone or email in local languages. We publicise the facility in induction packs, on our intranet and external website, in offices, in the WPP Policy Book and via our mandatory ethics training. Our people can also speak directly to our business integrity team who receive reports through emails, calls, texts and in-person appointments.

Every report received from a whistleblower is investigated and reported to the Audit Committee by WPP's business integrity function. In general, there has been a steady increase in the number of reports received over the past few years, though they fell year-on-year in 2022. In 2020 and 2021 there were particular spikes in numbers reflecting concerns raised and connected with Covid-19 and lockdowns. In 2022, a total of 372 reports were received from whistleblowers (2021: 494; 2020: 408; 2019: 361), 328 of which were through the Right to Speak hotline. The most commonly raised concerns were about respect in the workplace and protection of WPP's assets.

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 the Risk Governance Framework on page 86 and Business Integrity Programme on page 87 of our 2022 Annual Report, 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, people and wider stakeholders.

Our agencies engaged in public affairs include BCW, FGS Global, 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 agencies 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 agencies 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 lobbying firms to register the names of clients on whose behalf they contact legislators or executive branch personnel. A number of our agencies are listed on the EU Transparency Register of lobbying activities. Our agencies in the 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. In 2022, we introduced the revised Assignment Acceptance Policy and Framework and the Green Claims Guide to provide additional guidance to our leaders and people about how to conduct additional due diligence in relation to clients and any work we are asked to undertake.

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

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

LOBBYING AND POLITICAL ADVOCACY

We occasionally directly contribute to the debate on public policy issues relevant to our business, people and wider stakeholders. For example, we are part of the Race to Zero campaign managed by the United Nations Framework Convention on Climate Change. Karen Blackett OBE, WPP's UK President, served as a non-executive director of the Board of the UK's Cabinet Office from 2019 to 2022.

We also support clients' advocacy on a wide range of issues including LGBTQ+ rights, through both pro bono (including The Reality Flag with the Human Rights Campaign and NYC Says Gay in partnership with the mayor of New York City) and paid work.

Our agencies contribute to public policy debate in areas where they have expertise and a special interest, such as privacy, data protection and AI issues.

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

POLITICAL CONTRIBUTIONS

WPP agencies are not permitted to make direct cash donations. Other political donations can only be made with the prior written approval of a WPP Executive Director.

Donations must be reported to WPP's legal function before they are made, to confirm they comply with this policy and to obtain the necessary approvals.

POLITICAL ACTION COMMITTEES

In countries where it is consistent with applicable law, individuals working at WPP agencies may make personal voluntary political contributions directly to candidates for office.

BCW and FGS Global also maintain political action committees (PACs) which accept voluntary donations from their people to support political candidates. In 2022, these PACs made disbursements worth \$118,912 (data from fec.gov).

MEMBERSHIP OF TRADE ASSOCIATIONS

WPP and our agencies are members of industry groups, business associations and other membership organisations with robust governance processes. We actively support trade associations' initiatives and projects that align with our values and priorities such as Global DEI Census, Ad Net Zero and Global Alliance for Responsible Marketing.

WPP agencies must nominate a senior manager to manage and oversee trade association relationships.

At a WPP level, our memberships include: 30% Club, the American Benefits Council, Business Disability Forum, Business in the Community, CBI, Champions of Change Coalition, China Britain Business Council, Institute of Business Ethics, RE100, UN Global Compact, The Valuable 500, Women on Boards and Partnership for Global LGBTIQ+ Equality.

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.

DATA ETHICS, PRIVACY AND SECURITY

INFORMING OUR PEOPLE

Data and artificial intelligence (AI) present huge opportunities for the creative and marketing industry, from content creation to developing code to reducing production time.

As technology evolves, we need to be aware of the potential risks and ensure it is being used and applied appropriately and responsibly, both in our own agencies and on behalf of our clients.

We are developing skilled, knowledgeable teams who are inspired about the potential of data and AI and proud of the extraordinary capabilities that WPP has to offer our clients.

The WPP Demystifying Data & AI Academy is designed to help anyone across WPP understand the latest trends and technologies in data and AI and develop the skills and knowledge they need to navigate them.

Our new Generative AI training, launched in February 2023, explores how the technology can be used and introduces principles to identify and manage the key legal, ethical and privacy risks.

To help business leaders develop the knowledge and skills to lead in the age of AI, we launched an executive diploma in Artificial Intelligence in Business at the University of Oxford Saïd Business School. Thirty students participated in the inaugural class.

The WPP data and AI hub provides practical resources to help stay ahead of new developments. This year we launched tips and principles for the metaverse and generative AI.



From ethics to culture, see WPP's latest thinking on how organisations can effectively and responsibly use data and AI at wpp.com/data-and-ai

SUPPORTING CLIENTS

To help clients understand how best to harness the power of AI as a force for good, we have developed a framework of six types of deployment. These are:

- 1. Task automation:** new technologies have allowed us to carry out tasks better and faster and replace specific tasks with simple algorithms
- 2. Content generation:** also known as 'Generative AI', this category involves the automatic generation of images, videos, text, code and voice
- 3. Human representation:** using technologies such as avatars, deepfakes and natural language models to mimic the behaviour of humans
- 4. Extracting complex insights:** machine learning and advanced analytics to find correlations that humans could not
- 5. Human performance enhancement:** using technology as an extension of ourselves
- 6. Complex decision making:** using AI to make better decisions through expert systems, optimisation or decision trees

By considering technologies in this way, we can identify strengths, ethical concerns, weaknesses, frictions and opportunities. This can help us solve problems better and build a framework for a safe and ethical future for AI.

In February 2023, WPP hosted Stream Metaverse, a new one-day lite Stream event format bringing together clients, partners and WPP specialists to discuss topics including the future of Web3, virtual and augmented reality, cryptocurrency, and inclusivity in the metaverse.

DEVELOPING FUTURE TALENT

Data and AI will power almost every industry of the future, but the UK faces a skills shortage. To help close this gap, WPP launched the Creative Data School to teach essential technical skills to more than 6,000 people aged 10–25 across the UK.

The programme aims to inspire the next generation and build their confidence in data and AI, while equipping them with skills including coding with Python, applications of machine learning, and using data to inform decision-making.

Eligible participants will be invited to apply for work experience and internships at WPP, opening pathways to careers in data and AI in the creative industry and beyond.

PRIVACY AND SECURITY

Through our expertise, governance, policies and direct engagement, we demonstrate that we are a trusted partner for our clients, suppliers and associates.

- The WPP Risk Subcommittee is responsible for reviewing and monitoring the Group's data ethics, privacy and security risk, as well as its approach to regulatory and legal compliance in relation to these
- 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, promote best practices and ensure that privacy risks are well understood
- The WPP Data Privacy and Security Charter sets out core principles for responsible data management through our Data Code of Conduct, our technology, privacy and social media policies, and our security standards (based on ISO 27001)
- Safer Data training, which includes content on data protection, security and privacy, must be completed by all new and current employees, as well as consultants. Throughout the year, agency and subject matter-specific training is provided across WPP agencies and in 2022 included a focus on new data privacy regulations such as the California Privacy Rights Act
- Our privacy teams have established direct relationships with their client counterparts to ensure alignment and engagement
- Choreograph, our data company, epitomises our data philosophy: that clients should own their own data to minimise risk, meet consumer privacy expectations and future-proof their businesses
- Through our active engagement in industry bodies including the Advertising Association in the UK and the 4As and Network Advertising Initiative in the US, we are able to monitor and influence the changing regulatory landscape
- 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. In 2022, the average risk score was 1.6 out of five (2021: 1.6), where five is the maximum score possible and indicates maximum risk

OUR SUPPLY NETWORK

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

The wide range of services we offer and our organisational structure means we have a complex and dynamic supply chain ecosystem to manage. We work with more than 68,000 parent companies across our supply network.

Our suppliers fall into two main categories: those providing goods and services used to run our agencies, such as IT and telecommunications, travel, facilities management, people services and real estate; and those used in client work, such as advertising and marketing services, production and media.

RISK ASSESSMENT

We continually assess supply chain risk based on country, industry sector, categories of goods and services and individual suppliers. This is combined with a pre-engagement supplier due diligence questionnaire covering governance, compliance, sustainability, human rights and labour standards.

Within the category assessment, we consider several high-risk factors linked to human capital, especially the recruitment and employment of low-skilled labour, migrant labour and contractors.

In 2020, WPP began an extensive procurement transformation programme to enhance and improve our procurement ecosystem and infrastructure and, as a result, optimise how we buy. We have concluded the roll out of a modern spend analytics tool across all WPP markets and we continue to standardise and enhance numerous processes and systems including those relating to supply risk management, procurement policy compliance, contract lifecycle management (CLM), supplier onboarding and supplier relationship management (SRM).

The programme will ultimately facilitate full life-cycle mapping and traceability across WPP's Tier 1 supplier network. The transformation programme is being led by our Chief Financial Officer and Chief Procurement Officer and, with support from the sustainability team, will implement new controls and processes that are critical to a robust and responsible sourcing programme while also providing support through regular policy training.

In 2023 we will conduct a human rights due diligence exercise. The results will provide further visibility and transparency within our Tier 1 suppliers and help us further refine our risk assessment methodology. Work will also continue to standardise and enhance processes and systems relating to supply risk management, procurement policy compliance, CLM and supplier onboarding and SRM.

SUPPLIER SELECTION

We have established due diligence processes to help us select suppliers that meet our responsible sourcing standards, and we work with them to positively influence the wider supply chain. This reduces risks to our business and clients and enables us to respond to the growing number of client tender processes that include supply chain management criteria.

Contracted suppliers are required to sign WPP's Business Code of Conduct – Supplier Version, confirming they will comply with our standards or adequately demonstrate to WPP that they have the equivalent standards in place within their own business. These standards include requirements relating to labour practices (such as anti-harassment and discrimination, and health and safety), human rights (including modern slavery issues such as child, forced or bonded labour), social impacts (such as anti-bribery and corruption) and other sustainability issues.

Our Code of Conduct requires suppliers to apply similar standards to companies within their own supply chains, including evidencing diversity and social responsibility in their cultures, behaviours and attitudes.

WPP also includes a right-to-audit provision in the supplier documentation and/or standard terms and conditions of contract.

SUPPLIER DIVERSITY

We want to build a community of diverse, credible and reliable suppliers to unlock value-adding, innovative and sustainable partnerships. We are committed to including Certified Diverse Suppliers (CDS) in our purchasing lifecycle, both internally and for the benefit of our clients. We define CDS as minority-owned, women-owned, veteran-owned, LGBT-owned, service disabled veteran-owned, historically underutilised businesses and small businesses.

Our supplier diversity programme encourages WPP and our agencies to buy from CDS. In 2022 we expanded our responsible procurement team, refreshed our Supplier Diversity Programme and partnered with a third party to provide improved data for reporting.

Through the Global Supplier Diversity Alliance, with memberships in Australia, the UK and the United States, we have access to global directories of CDS, so we can actively search and include them in our RFPs and client tender responses.

Through the UK chapter, MSDUK, we sponsor the UK's first integrated supply chain accelerator programme to help minority-owned businesses become supply-chain ready. The programme, which aims to create an ecosystem where diverse suppliers and corporates can grow and thrive together, connects Minority Ethnic Businesses with potential clients like WPP. It provides holistic support from expert entrepreneurs on topics from networking and mental resilience to supporting future leaders. In 2022, we provided mentors and ran workshops on topics including user experience.

Media investment is managed by GroupM. GroupM's media inclusion initiative aims to direct investment in, and create opportunities for, diverse media companies and content creators with an initial focus on Black-owned media in the United States. In its first 18 months, the initiative resulted in a 250%+ increase in client investments in Black-owned media.

HUMAN RIGHTS

Respect for human rights is a fundamental principle for WPP. In our business activities we aim to prevent, identify and address negative impacts on human rights and we look for opportunities to promote and support human rights, including children's rights, through our business activities and in areas such as our pro bono work.

WPP agencies must comply with our Human Rights Policy Statement which 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.

In addition, our Sustainability Policy, updated in 2022 and approved by the Board on an annual basis, outlines our positive contribution to society and the environment, underpinned by our responsibility to respect human rights.



To read our Sustainability Policy visit wpp.com/sustainability

We expect our suppliers to adopt human rights standards consistent with our own.

We are a member of the United Nations Global Compact and report progress against its ten principles annually. This report forms part of our eighth annual communication on progress.



To read our reporting standards index visit wpp.com/sustainabilityreport2022

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

i Find out more about our work with UN Women, see page 27

Our most direct impact on human rights is as a major employer. People are at the heart of WPP's business and critical to our business success. 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.

We are committed to building a workforce that reflects the societies in which we operate and a culture that is inclusive and one where people feel they belong.

i See people chapter for more information, pages 6 to 15

Human rights are included in the mandatory ethics training completed on joining and then annually by all employees. For the training period ending in 2022, more than 130,000 employees, freelancers and contractors completed the training.

We work with clients to manage any human rights risks from marketing campaigns, for example by protecting children's rights in relation to marketing.

We will not undertake work that is intended to mislead on human rights or any other issue. We always seek to identify the underlying client before taking on work.

MODERN SLAVERY

We do not tolerate any form of modern slavery or human trafficking in any part of 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.

Our global Supplier Agreement includes a specific clause relating to modern slavery compliance. WPP reserves the right to terminate its contract with any supplier found to breach or fail to comply with any legislation relating to modern slavery.

WPP is also committed to working with other businesses and governments to act against modern slavery. In the UK, we continued as a member of the Home Office Business Against Slavery Forum (BASf), which is a platform that helps businesses identify, tackle and prevent slavery in their supply chains and enables us to share intelligence and best practice.

REMEDATION

Our people can report concerns or suspected cases of misconduct confidentially (and, if they wish, anonymously) through our independently managed Right to Speak facility, which is overseen by our business integrity team and is available via phone or email in local languages. We publicise the facility in induction packs, on our intranet and external website, in offices, in the WPP Policy Book and via our mandatory ethics training.

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

In 2022, a total of 372 reports were received from whistleblowers (see page 41). All reports were followed up, investigated where appropriate by our business integrity team, and reported to the Audit Committee. None of these reports was linked to concerns of human rights or modern slavery.



To read our Modern Slavery Act Transparency Statement, visit wpp.com/sustainability/modern-slavery-act-statement

TAX POLICY

TAX PAYMENTS IN 2022

The Group paid corporation and overseas taxes of £391 million in 2022 (2021: £391 million). Estimated social security taxes collected and paid during 2022 were £1,104 million (2021: £970 million). Other taxes (primarily property taxes) paid during 2022 were £36 million (2021: £38 million).

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

GOVERNANCE

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

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

We disclose our UK Tax Strategy in our 2022 Annual Report and key elements are summarised below.

MANAGING TAX RISK

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

1. Tax compliance and reporting risks

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

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

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

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

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

TAX COMPLIANCE AND RELATIONSHIP WITH TAX AUTHORITIES

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

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

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

TAX PLANNING

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

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

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

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

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

TRANSPARENCY

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

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

WOMAN CORP

Fighting for women's rights in the United States

OFFER
COMMUNICATIONS

AGENCY
OGILVY, BCW, GROUPEM

CLIENT
ERA COALITION

In the United States, women still don't have equal rights to men. In fact, corporations are given more legal rights under the constitution than women are. Despite 100 years of marching and protesting, and 50 years since the initial passage of the Equal Rights Amendment, the amendment has never been published.

To support the Equal Rights Amendment (ERA) Coalition Ogilvy, with support from BCW and GroupM, created Woman Corp, a fully incorporated company with rights under the United States constitution to highlight the issue and inspire a new generation to take action.

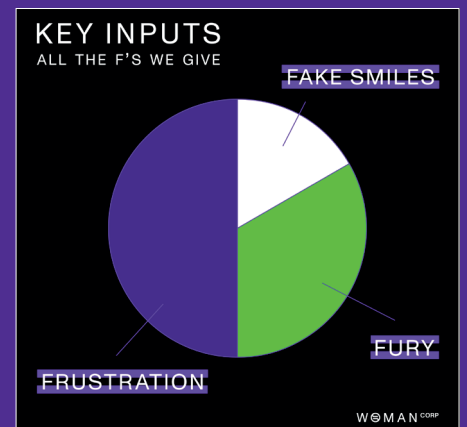
Ahead of the mid-term elections, Woman Corp campaigned for people to politically engage through their members of congress, donations, and sharing on social media. People were invited to join the staff of Woman Corp on LinkedIn by adding it to their work experience. The corporation is supported by a prestigious Board of Directors including Congresswoman Carolyn Maloney, renowned trial lawyer Benjamin Crump, actresses Gabriella Pizzolo and Julianne Moore, and Ogilvy's global CEO Devika Bulchandani.

Press helped spread the word, calling the campaign 'bold', 'absurdist' and 'important' – while influencers shared content that resulted in 1.6 million views, over 350,000 likes and almost 3,000 comments.

Through Woman Corp, the ERA Coalition hopes to empower Americans to continue to fight this extensive inequality and mobilise congress to pass legislation to affirm the Equal Rights Amendment is part of the constitution.

\$220k
in donated media

22.5m
online impressions




ABOUT OUR REPORTING

We have reported on our sustainability performance since 2002. Our aim is to take an integrated approach to managing sustainability risks and opportunities and to reflect this in our reporting. We include key performance information into our 2022 Annual Report and provide further details, data and case studies in this Sustainability Report and online.

Sustainability data is for the calendar year 2022 and covers all subsidiaries of the Company.

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

The selected ESG performance metrics marked with the symbol  throughout this report have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP (PwC) for the year ending 31 December 2022 in accordance with International Standard on Assurance Engagements 3000 (revised) and in respect of greenhouse gas (GHG) emissions data,

International Standard on Assurance Engagements 3410, issued by the International Auditing and Assurance Standards Board. A copy of PwC's assurance report is on page 53 and our methodology is available at wpp.com/sustainabilityreport2022.

GUIDELINES AND REPORTING FRAMEWORKS

We use external frameworks to help us implement good reporting practice, to ensure we are covering the topics of most interest to stakeholders and to aid comparison with other companies. These include:

- **Global Reporting Initiative (GRI):** our report references selected GRI Standards, and our GRI Standards content index (available online) lists these disclosures and their location in our report
- **Sustainability Accounting Standards Board (SASB):** we include some metrics for the Advertising and Marketing Sustainability Accounting Standard in our reporting standards index
- **Task Force on Climate-related Financial Disclosures (TCFD):** our fifth TCFD statement is published on pages 220 to 226 of our 2022 Annual Report

- **RE100:** WPP is a member of RE100, the global corporate renewable energy initiative. We have committed to sourcing 100% of our electricity from renewable sources by 2025 in line with its technical criteria
- **UN Global Compact (UNGC):** WPP is a member of the UNGC and reports its progress annually. We provide an index which summarises our approach and progress on the UNGC's ten principles on our website
- **UN Sustainable Development Goals (SDGs):** we have also indicated where our work on sustainability is supporting progress on the SDGs. More information is on page 50
- **World Economic Forum and International Business Council (WEF IBC) stakeholder capitalism metrics:** our disclosures against these metrics, launched in September 2020, are listed in our online reporting standards index
- **CDP:** we also disclose information through various investor indices and benchmarks including CDP climate change.



To read our online reporting standards index, visit wpp.com/sustainabilityreport2022 and to read our CDP climate change disclosure, visit cdp.net

OUR MATERIALITY PROCESS

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

We continually assess changing stakeholder priorities through ongoing dialogue (see page 52) in the course of doing business. We also periodically conduct formal materiality assessments. Our first formal materiality assessment was conducted in 2014 and we carried out further reviews in 2016, 2017 and 2020. Our most recent formal materiality assessment was completed in January 2023.



To read full definitions of each stakeholder priority, visit wpp.com/sustainabilityreport2022

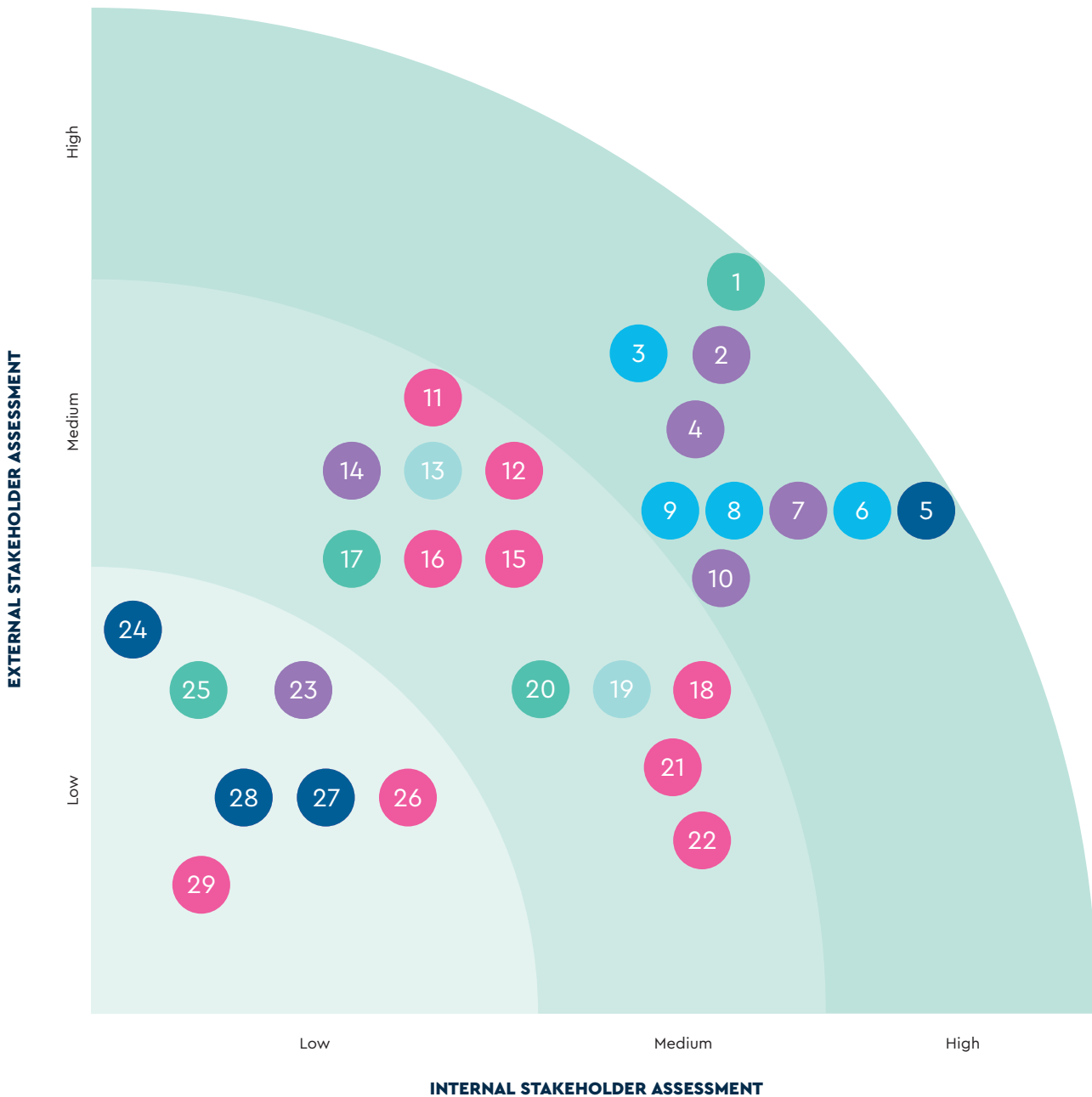
Our materiality matrix (page 49) shows the issues identified as important to our internal stakeholders (employees, future employees and leadership – horizontal axis) and external stakeholders (clients, investors, partners and suppliers, and civil society – vertical axis). Stakeholder priorities are assessed through a range of activities including employee listening activities, analysis of top client and supplier sustainability strategies and investor commentary.

Although there is no change in the top three most material issues, this assessment highlighted shifts in priorities for both our internal and external stakeholders when compared with the prior assessment conducted in 2020:

- climate change has risen in importance above diversity, equity and inclusion (DE&I) reflecting increased importance to internal stakeholders

- people- and community-related issues increased in priority for all stakeholders, reflecting growing societal pressures and the rising cost of living
- water and biodiversity, though less material to our direct operations, rise up the rankings in large part due to growing importance for clients. This contributes to the increased importance of 'environmental issues of our supply chain', which also reflects our new internal focus on media decarbonisation
- two rising governance priorities for our internal stakeholders are 'Operations in sensitive countries', driven by the war in Ukraine, and 'Client products and impacts' reflecting growing internal focus on the work we take on

WPP MATERIALITY ASSESSMENT



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

¹ Including content with negative social or environmental impacts, such as hate speech or greenwashing, and ad placement alongside harmful content

² Attracting talent includes issues such as pay while employee relations includes engagement and remediation

³ Including the decision over whether or not to work with clients in controversial sectors or on controversial topics or products

⁴ Including pro bono, donations and volunteering

⁵ Including artificial intelligence and ad tech

⁶ Including driving consumer behaviour change on social and environmental issues eg climate change

HIGH PRIORITY


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

MEDIUM PRIORITY

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

LOW PRIORITY

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

 To read full definitions of each stakeholder issue, visit wpp.com/sustainabilityreport2022

THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN 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 assessed our sustainability strategy against the 17 global goals and the 169 targets that sit behind them to identify those which are most relevant for our business.

Good communications are essential to bring about the shift in attitudes and behaviour needed to end extreme poverty, inequality and climate change by 2030.

Common Ground is a collaboration between the world's six largest advertising and marketing services groups, including WPP, and the United Nations, created to serve that purpose.

WPP's focus is on gender equality (SDG 5). We partner with UN Women to tackle gender stereotypes in the media and promote equal opportunities for women and girls.

RELEVANT SDGs

OUR RESPONSE



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Relevant targets: 4.5, 4.7

We partner with schools, colleges and universities, helping to develop and support training in marketing communications skills to attract different voices and perspectives to WPP. In the UK, we partnered with the One Club of Creativity to launch the One School, designed to support Black British creatives entering the industry with a free, 16-week portfolio and mentoring programme. To date in the United States, ONE School has brought over 100 new creatives into the advertising industry.



Achieve gender equality and empower all women and girls

Relevant targets: 5.1, 5.5

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, a beneficiary of our pro bono work (see page 34).

Across WPP, 54% of senior managers and 40% of executive leadership roles¹ are women. At Board level, 38% of WPP Board members are women. We aim to achieve parity.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Relevant targets: 8.2, 8.4

We provide employment for 115,000 people across more than 100 countries. In 2022, our agencies offered paid internships and apprenticeships providing work experience and development opportunities for 7,701 young people across more than 50 countries.



Reduce inequality within and among countries

Relevant target: 10.2

WPP and its agencies made a series of commitments to fight for racial equity, including publishing workforce diversity data (see page 11). Since 2020 we have committed \$16.2 million to inclusion programmes as part of our commitment to invest \$30 million over three years through our Racial Equity Programme (read about the programme on page 34 and the projects we are supporting on page 38).

As an inclusive business we have signed up to The Valuable 500, a global initiative that is putting disability on the boardroom agenda (see page 12).



Ensure sustainable consumption and production patterns

Relevant targets: 12.2, 12.6, 12.8

We are taking action against plastic waste and to promote a circular economy (see page 25).

We partner with clients on campaigns that help raise awareness of sustainable development and encourage sustainable lifestyles. Examples can be found throughout this report.



Take urgent action to combat climate change and its impacts

Relevant target: 13.1

In 2021, we set near-term science-based targets (see page 18) to reduce our emissions in line with reaching 1.5°C maximum global warming above pre-industrial levels. We will offset residual emissions to reach net zero across our own operations (Scope 1 and 2) by 2025 and in our supply chain (Scope 3) by 2030.



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Relevant targets: 16.6, 16.7, 16.10

We continue to build on our established foundations for data protection and particularly for data privacy (see page 43).



Strengthen the means of implementation and revitalise the global partnership for sustainable development

Relevant targets: 17.16, 17.17

We use our pro bono work and social investment to support progress on the UN Sustainable Development Goals, partnering with organisations working in areas such as health, human rights and the environment. To support those affected by events in Ukraine, we formed a partnership with UNHCR that raised \$1.34 million, and provided similar support for those impacted by floods in Pakistan and the earthquakes in Turkey and Syria.



To learn more about the UN SDGs, see un.org/sustainabledevelopment

¹ This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2022. For the results of PwC's 2022 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2022' see page 53.

² Executive leadership roles are defined by WPP as the agency board and executive leadership population as reported through WPP's financial reporting system.

ALIGNING SUSTAINABILITY WITH OUR CORPORATE STRATEGY

Our sustainability strategy on page 2 sets out how we use the power of creativity to build better futures for our people, planet, clients and communities

In the table below, we demonstrate how delivering our sustainability commitments supports all elements of our corporate strategy.

STRATEGIC ELEMENT	SUSTAINABILITY STRATEGY		
VISION & OFFER	SUSTAINABILITY AT THE HEART OF OUR OFFER FOR CLIENTS A growing number of clients are embracing inclusion, diversity and sustainability and are looking to articulate the purpose and impact of their brands. They look for partners who share their sustainability values and aspirations.	Our commitment to responsible 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.	See clients on pages 26-32 See transparency and trust on page 41
	CREATIVITY	SOCIAL INVESTMENT 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.	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 agencies.
	DIVERSE, EQUITABLE AND INCLUSIVE TEAMS Diversity and difference power creativity. We foster an inclusive culture across WPP: one that is equitable and respectful of diverse thoughts and individual expression.	We want all of our people to feel valued and able to fulfil their potential, regardless of background, lived experience, sex, gender, race and ethnicity, thinking style, sexual orientation, age, religion, disability, family status and so much more.	See people on pages 6-15
DATA & TECHNOLOGY	DATA ETHICS AND PRIVACY 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 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.	See data ethics, privacy and security on page 43
SIMPLER STRUCTURE	CAMPUSES 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 smaller sites and replacing them	with fewer, larger, more efficient buildings that offer modern, world-class workspaces. By 2025, we expect 85,000 of our people will work in at least 65 net zero campuses powered by renewable electricity.	See planet on pages 16-25
PEOPLE & CULTURE	SHARED VALUES ACROSS OUR BUSINESS AND SUPPLY CHAIN 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.	Selecting suppliers and partners who adopt standards consistent with our own can reduce costs, improve efficiency and protect our reputation.	See people on pages 6-15 See our supply network on page 44

HOW WE ENGAGE WITH STAKEHOLDERS ON SUSTAINABILITY

STAKEHOLDER GROUP

HOW WE REACT TO STAKEHOLDERS



SHAREHOLDERS

Our shareholders provide the capital to invest in the business and support the valuation and liquidity of WPP shares. Shareholders benefit from the Board acting in the best interests of the Company and investing for long-term value generation

- We have an extensive investor relations programme, including ESG engagement, comprising quarterly results presentations, investor days, the AGM, investor and analyst meetings, webcasts and ongoing email exchanges
- We engage with rating agencies and benchmarking organisations on sustainability, including: Bloomberg Gender-Equality Index; Ecovadis; Ethibel; Equileap; Vigeo Eiris; FTSE Russell; ISS; Moody's; MSCI Research Inc.; Tortoise Responsibility 100, Sedex and Sustainalytics



CLIENTS, PARTNERS AND SUPPLIERS

The work we do for clients provides our revenue and helps them to grow their businesses, build relationships with their customers, and ready themselves for future success. We want to support our clients in delivering their sustainability goals

We have global partnerships with 28 leading technology companies

Our suppliers range from small businesses to the world's largest technology partners. They provide us with the products and services we need to meet our clients' needs

- We established a revised Assignment Acceptance Policy and Framework to help our agencies review new client work (see page 31)
- We aim to support our clients in delivering lasting positive impact through their brands. Against this background we were pleased to achieve a Likelihood to Recommend score for Diversity, Equity and Inclusion (DE&I) of 8.2 out of 10 from our clients in 2022 (see page 27)
- We continue to strengthen our sustainability capabilities to help clients in their sustainability transformation (see page 28)
- We disclose our own sustainability policies and performance in response to client questionnaires and in pitches
- We evaluate potential suppliers on a variety of factors, including workforce diversity, carbon reduction and human rights



GOVERNMENTS AND REGULATORS

Governments receive the tax contributions we make to public finances, enabling them to invest in public services

Governments and regulators determine the policy frameworks that affect us and our stakeholders

i For more information on our engagement with governments and regulators, see page 42

- In 2022, we contributed £1.5 billion in taxes to public finances (2021: £1.4 billion)
- We participated in consultations associated with ESG disclosure requirements and regulation, and supported efforts to increase ESG standardisation and alignment
- We actively support trade associations' initiatives and projects that align with our values and priorities, including Global DEI Census, Ad Net Zero (see page 27) and Global Alliance for Responsible Marketing
- We support clients' advocacy on a wide range of issues including LGBTQ+ rights through campaigns including The Reality Flag with the Human Rights Campaign and NYC Says Gay in partnership with the mayor of New York City



PEOPLE

We depend on the talent, creativity and technology skills of our people. We aim to ensure an inclusive working environment and fair representation. And we want our employees to embrace our purpose, culture and values. In return, our people receive salaries, pension contributions, employee benefits, career development and training

- To help us better support our people, we relaunched our all-staff survey in 2022, achieving our highest-ever engagement levels with 72,700 employees taking part (see page 14)
- We continue to link our DE&I goals to leaders' compensation and performance reviews
- In 2022, we invested £31.3 million in learning and development opportunities for our people (2021: £29.7 million)
- We have extensive internal communications programmes and platforms to keep staff informed, including a regular series of CEO virtual townhalls with our people (see page 14)



THE PLANET

We are committed to responsible and sustainable business practices. We take steps to optimise our own environmental impact, but recognise that our greatest contribution to the planet is through our work with clients, which can shift attitudes and change behaviours to build a sustainable future and a more inclusive society

- We regularly respond to investors, rating agencies and benchmarking organisations on environmental issues, disclosing performance through CDP climate change
- We launched a new Green Claims Guide, supported by training sessions, to help equip our people with principles and practical tips for making accurate, authentic and material environmental claims and avoiding misleading claims
- In 2022, GroupM created a client coalition of leading advertisers - collectively representing \$10 billion in global advertising investment - with a shared commitment to accelerate the decarbonisation of the world's media supply chain



COMMUNITIES

We can help boost the impact of charities and non-governmental organisations by providing marketing and creative services, often on a pro bono basis, enabling them to raise awareness and funds, recruit members and achieve campaign objectives. We believe, and so do many of our stakeholders, that acting responsibly is both the right thing to do and in our long-term interests

- In June 2020, we committed to invest \$30 million over three years in internal and external initiatives to advance racial equity. Since then, we have committed \$16.2 million to inclusion programmes, excluding amounts invested in 2022 which we intend to report later in the year (see page 34).
- To support those affected by events in Ukraine, we formed a partnership with UNHCR, including a staff match-funding appeal that raised \$1.34 million, and ran similar campaigns for those impacted by floods in Pakistan and the earthquakes in Turkey and Syria
- Our total social contribution in 2022 was £37.1 million (2021: £41.0 million)

INDEPENDENT LIMITED ASSURANCE REPORT TO THE DIRECTORS OF WPP PLC ON THE SELECTED ESG PERFORMANCE METRICS



The Board of Directors of WPP plc ("WPP") engaged us to obtain limited assurance on the selected ESG performance metrics for the year ended 31st December 2022 (together the "Subject Matter Information") as defined below and set out under the headings marked with the symbol within the 'WPP Sustainability Report 2022' and/or the 'Annual Report & Accounts 2022' (as specified within the 'Subject Matter Information' table below), in each case for the year ended 31st December 2022 (together, the "Reports").

Our assurance conclusion does not extend to information in respect of earlier periods or to any other information included in, or linked from, the Reports including any images, audio files or videos.

OUR LIMITED ASSURANCE CONCLUSION

Based on the procedures we have performed, as described under the 'Summary of work performed as the basis for our assurance conclusion' and the evidence we have obtained, (other than the adverse limited assurance conclusion in respect of workforce ethnic diversity of UK operations referenced below) nothing has come to our attention that causes us to believe that the metrics comprising the Subject Matter Information marked with the symbol in WPP's Sustainability Report 2022', and/or the 'Annual Report & Accounts 2022' for the year ended 31 December 2022, have not been prepared, in all material respects, in accordance with the Reporting Criteria referenced in the 'Subject Matter Information and Reporting Criteria' section below.

ADVERSE LIMITED ASSURANCE CONCLUSION IN RESPECT OF WORKFORCE ETHNIC DIVERSITY OF UK OPERATIONS (BY SENIORITY AND TOTAL) (%)

Because of the significance of the matter described in the 'Basis for Adverse Conclusion' section below, the 'workforce ethnic diversity of UK operations (by seniority and total) (%)' metric on page 11 of the 'WPP Sustainability Report 2022' has not been prepared, in all material respects, in accordance with the Reporting Criteria referenced in the 'Subject Matter Information and Reporting Criteria' section below.

BASIS FOR ADVERSE CONCLUSION – WORKFORCE ETHNIC DIVERSITY OF UK OPERATIONS (BY SENIORITY AND TOTAL) (%)

In our sample testing across workforce ethnic diversity of UK operations (by seniority and total) (%) we identified a number of instances where the information reported in the central finance system did not reconcile to the

SUBJECT MATTER INFORMATION AND REPORTING CRITERIA

The Subject Matter Information needs to be read and understood together with the Reporting Criteria available at www.wpp.com/sustainability/sustainability-report-2022, which WPP is solely responsible for selecting and applying. The location of the Subject Matter Information between the Reports are as set out in the table below:

Subject Matter Information	Annual Report & Accounts 2022	WPP Sustainability Report 2022
Gender balance of Board and Executive Leaders: Female 40%; Male 60% ^A	✓	✓
Gender balance of Total employees: Female 56%; Male 44% ^B	✓	✓
Age diversity: 19 or under 0%; 20–29 34%; 30–39 38%; 40–49 19%; 50–59 7%; 60 and over 2% ^B	✓	✓
Workforce ethnicity data of UK Operations: ^D		✓
– Board Members or Executive Leaders: Asian 4.4%; Black 0.9%; Mixed 1.5%; Other ethnic 1.3%; White 78.9%; Unknown or undisclosed 12.9%		
– Senior Managers: Asian 7.2%; Black 2.3%; Mixed 3.0%; Other ethnic 1.9%; White 73.6%; Unknown or undisclosed 11.9%		
– Other employees: Asian 10.4%; Black 5.1%; Mixed 3.3%; Other ethnic 3.1%; White 60.4%; Unknown or undisclosed 17.6%		
– All staff: Asian 9.6%; Black 4.4%; Mixed 3.2%; Other ethnic 2.8%; White 63.6%; Unknown or undisclosed 16.4%		
Sub-total Scope 1 emissions: 10,051 TCO ₂ e ^C	✓	✓
Total Scope 2 (location-based emissions): 50,867 TCO ₂ e ^C	✓	✓
Total Scope 2 (market based emissions): 11,096 TCO ₂ e ^C	✓	✓
Total proportion of electricity purchased from renewable sources: 83% ^E	✓	✓
Air travel centrally contracted Sub-Total Air Miles Travelled: 116 million miles ^C		✓
Scope 3 business air travel- centrally contracted flights: 34,315 TCO ₂ e ^C	✓	✓

The footnotes A-E refer to our assessment of materiality discussed in the Materiality section of this report

underlying employees' self declared ethnicity through both human error, and where system categories did not match and required judgement to be exercised.

INHERENT LIMITATIONS

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, evaluation and measurement techniques that can affect comparability between entities and over time.

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the underlying subject matter and the methods used for determining such information. The precision of different measurement techniques may also vary.

RESPONSIBILITIES OF WPP'S DIRECTORS

The Directors of WPP are responsible for:

- determining appropriate reporting topics and selecting or establishing suitable criteria for measuring or evaluating the underlying subject matter;

- ensuring that those criteria are relevant and appropriate to WPP and the intended users of the Reports;
- the preparation of the Subject Matter Information in accordance with the Reporting Criteria including designing, implementing and maintaining systems, processes and internal controls over information relevant to the evaluation or measurement of the Subject Matter Information, which is free from material misstatement, whether due to fraud or error, against the Reporting Criteria; and
- producing the Reports, including underlying information and a statement of directors' responsibility, which provides accurate, balanced reflection of WPP's performance in this area and discloses, with supporting rationale, matters relevant to the intended users of the Reports.

OUR RESPONSIBILITIES

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Subject Matter Information is free from material misstatement, whether due to fraud or error;

¹ The maintenance and integrity of WPP plc website is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Subject Matter Information or Reporting Criteria when presented on WPP plc website.

- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Directors of WPP.

PROFESSIONAL STANDARDS APPLIED

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' and, in respect of the greenhouse gas emissions, in accordance with International Standard on Assurance Engagements 3410 'Assurance engagements on greenhouse gas statements', issued by the International Auditing and Assurance Standards Board.

OUR INDEPENDENCE AND QUALITY CONTROL

We have complied with the Institute of Chartered Accountants in England and Wales Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, that are at least as demanding as the applicable provisions of the International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants (including International Independence Standards).

We apply the International Standard on Quality Control (UK) 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

MATERIALITY

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Subject Matter Information is likely to arise.

Based on our professional judgement, we determined materiality for the Subject Matter Information as indicated in the table by one of the following letters:

- This metric is a percentage. A benchmark materiality of 5% has been applied to the total number of Board and Executive Leaders used in the percentage calculation
- This metric is a percentage. A benchmark materiality of 5% has been applied to the total number of employees used in the percentage calculation
- This metric is an absolute number. A benchmark materiality of 5% has been applied

- This metric is a percentage. A benchmark materiality of 2.5% has been applied to the total number of UK employees used in the percentage calculation
- This metric is a percentage. A benchmark materiality of 5% has been applied to both the amount of electricity purchased from renewable sources and total amount of electricity purchased

SUMMARY OF WORK PERFORMED AS THE BASIS FOR OUR ASSURANCE CONCLUSION

In carrying out our limited assurance engagement we:

- considered the suitability in the circumstances of WPP's use of the Reporting Criteria, as the basis for preparing the Subject Matter Information;
- through inquiries with WPP's management, including the Group sustainability team and those with responsibility for sustainability management and reporting, obtained an understanding of WPP's control environment, processes and systems relevant to the preparation of the Subject Matter Information;
- evaluated whether WPP's methods for developing estimates are appropriate and had been consistently applied;
- undertook virtual site visits at ten of WPP's reporting units (supplemented by further testing in other reporting units where required for certain metrics): we selected these sites based on their inherent risk, materiality to the group, and whether they had been visited in the prior period;
- performed limited substantive testing on a selective basis of the Subject Matter Information at corporate head office and in relation to the selected reporting units to check that underlying information had been appropriately evaluated or measured, recorded, collated and reported;
- performed analytical procedures by comparing month on month or year on year movement and trends and made inquiries of management to obtain explanations for significant differences we identified; and
- considered the disclosure and presentation of the Subject Matter Information.

Our procedures did not include evaluating the suitability of design or operating effectiveness of control activities, testing the data on which the estimates are based or separately developing our own estimates against which to evaluate WPP's estimates.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

OTHER INFORMATION

The other information comprises all of the information in the Reports other than the Subject Matter Information and our assurance report. The directors are responsible for the other information. As explained above, our assurance conclusion does not extend to the other information and, accordingly, we do not express any form of assurance thereon. In connection with our assurance of the Subject Matter Information, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Subject Matter Information or our knowledge obtained during the assurance engagement, or otherwise appears to contain a material misstatement of fact. If we identify an apparent material inconsistency or material misstatement of fact, we are required to perform procedures to conclude whether there is a material misstatement of the Subject Matter Information or a material misstatement of the other information, and to take appropriate actions in the circumstances.

USE OF OUR REPORT

This report, including our conclusion, has been prepared solely for the Board of Directors of WPP in accordance with the agreement between us set out in the engagement letter dated 10 November 2021, as amended (the "agreement"). To the fullest extent permitted by law, we do not accept or assume responsibility or liability to anyone other than the Board of Directors and WPP plc for our work or this report except where terms are expressly agreed between us in writing.

PricewaterhouseCoopers LLP
Chartered Accountants
London
23 March 2023

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COMPANY INFORMATION

If you would like further general information about WPP, its agencies or any of the programmes or initiatives mentioned in this 2022 Sustainability Report, please visit our website, wpp.com, or email: enquiries@wpp.com

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