



Employment

Clients choose WPP companies because we employ the best. Our people are critical to our business success.





WPP companies invest a significant proportion of revenues in developing and rewarding employees. The quality of our companies' employee training, development and reward programs differentiates us from our competitors. We aim to create an inclusive work environment that attracts the most talented people from all backgrounds.

WPP's chief talent officer, Mark Linaugh, and our talent team assist our operating companies and their talent teams' efforts to attract, develop and retain our talent. Human resources policies are agreed and implemented at the operating company level. We have profiled examples throughout this section. A cross-section of HR leaders from US businesses met in October 2009 to discuss the significance of CR in attracting new talent to their companies and to share best practice.

Our workforce

WPP employs 138,000 people (including employees at our associate companies) at 2,400 offices in 107 countries. Data in this section covers the 98,759 employees from wholly-owned WPP companies.

In 2009, like all businesses in the current economy, our companies monitored staff costs closely and reduced their workforce where necessary. The total number of people in the Group, excluding associates, at 31 December 2009 was 98,759 compared with 112,663 at the end of 2008, a decrease of 13,904, or 12.3%.



PERSPECTIVE:

On talent



Talent is everything for a professional services firm and our first priority is to attract and retain the best people in all our markets. Diversity is central to this. We can't produce the work our clients need to be successful in today's market without the benefit of diverse perspectives. Diversity can mean different things to people in different parts of the world. But at its core it is about fundamental respect for individuals. We are committed to giving everyone the opportunity to contribute their best effort at all times and to make sure that effort has meaningful impact and recognition.

Whatever their background and wherever they are based, people join us for the same reasons – the opportunity to apply their talent and develop their capabilities in a world-class environment and to be recognised for their achievements. As we expand in faster-growing markets we are recruiting and retaining talent on an ever more global level. Cultural sensitivities and local customs can be different, but what motivates people is the same – they want to do great work, and to work and learn with great people.

We also know that people want to work for an organisation they can take pride in. So our commitment to CR and the improvements we are making can give us an advantage in recruitment and retention. When potential employees see the steps we have taken it gives them assurance that they are joining a thoughtful organisation that thinks about its role in society and is taking a lead.

Mark Linaugh
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Diversity and inclusion

A diverse workforce adds value to our businesses. It helps us understand consumers from all walks of life and create compelling marketing for our clients. An inclusive workplace culture helps us attract the most talented people from all backgrounds.

We introduced a non-discrimination policy in 1992. This commits all WPP companies to select, develop and promote people based on merit and regardless of race, religion, national origin, colour, sex, sexual orientation, gender identity or expression, age or disability. Our Code of Conduct contains policies on harassment and non-discrimination. Where existing employees become disabled, our policy is to provide continuing employment and training wherever practicable.

Employees can report any concerns or suspected violations of our policies confidentially and anonymously through our Right to Speak helpline.

The CEOs of our operating companies are ultimately responsible for diversity and inclusion. We review our companies' diversity programs as part of our annual talent review process.

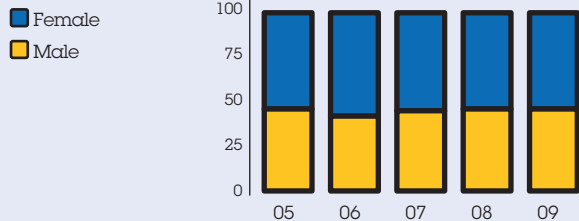
In 2009, women accounted for 32% of Board members/executive leaders, 46% of senior managers and 54% of total employees. There are currently three women on WPP's Board, Esther Dyson, Orit Gadiesh and Lubna Olayan; and a female Company Secretary, Marie Capes; Group communications director, Feona McEwan; and Group chief counsel, Andrea Harris.

Many of WPP's businesses are led by women, including:

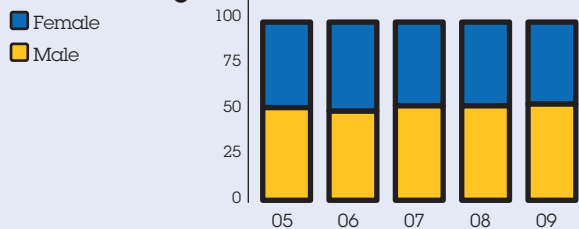
- Eileen Campbell, CEO, Millward Brown
- Kim Dedeker, chairman, Kantar Americas
- Janine Hawkins, global CEO, Added Value
- Mary Ellen Howe, COO, WPP Specialist Communications, North America
- Lois Jacobs, CEO, Fitch
- Donna Imperato, CEO, Cohn & Wolfe
- Tamara Ingram, president, Team P&G
- Shelly Lazarus, chairman, Ogilvy & Mather Worldwide

Gender diversity 2005-2009 %

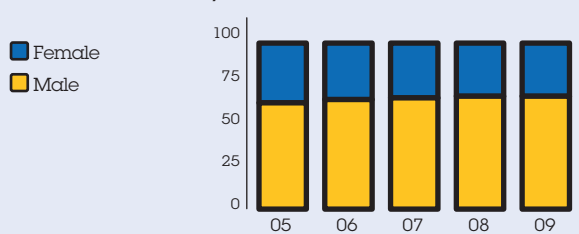
Total employees



Senior managers



Board members/executive leaders



- Bessie Lee, CEO, GroupM China
- Ann Newman, executive vice president, WPP Latin America
- Lynn O'Connor Vos, president & CEO, ghg
- Linda Robinson, chairman, RLM
- Marcia Silverman, chairman, Ogilvy Public Relations Worldwide
- Stacy Singer, CEO, Chemistry



Ethnicity in the UK and US %

Total employees

	2008	2009
White	79	77
Ethnic minority	21	23

Senior managers

	2008	2009
White	86	84
Ethnic minority	14	16

Board members/executive leaders

	2008	2009
White	88	92
Ethnic minority	12	8

There are 43 nationalities represented among WPP Leaders and Partners, the senior echelon of our business.

Promoting diversity and inclusion in the US

Our operating companies have programs in place to improve representation of diverse employees. These cover education, recruitment and training initiatives. Specific examples include:

- **Partnerships:** WPP companies work with diversity organisations and participate in initiatives to encourage diversity. These include Diversity Best Practices; The Leadership, Education and Development Program in Business; The National Black Public Relations Society; City College of New York and the American Association of Advertising Agencies’ (AAAA) Operation Success.
- **Internships:** several WPP companies participate in the AAAA’s multicultural Advertising Internship Program (MAIP) and other initiatives that allow minority students to gain experience in the marketing industry.

- **Targeted recruitment:** many of our companies use specialist recruitment agencies and publications and attend minority recruitment fairs.
- **Raising employee awareness:** our companies provide training and information to ensure that employees understand the importance of diversity and inclusion.

Helping clients with diversity

A number of WPP companies help their clients to implement diversity strategies and reach a multicultural audience. For example:

- Grass Roots
- WING
- CultureCom (an ethnic media unit at MediaCom UK)
- Uniworld.

Employee infringements

We strive to treat all our people fairly and with respect. Occasionally things do not go according to plan. We may get things wrong or the overall interests of a company or the Group may be incompatible with requirements of local employment legislation.

We monitor the number of employment cases involving WPP. In 2009 there were 671 newly-reported cases, compared to 122 cases in 2008. In difficult economic times with substantial staff reductions it is perhaps not surprising that we had a sharp increase in employment cases in 2009.

During the year, 206 cases were concluded. Of these 55 were withdrawn, 76 agreed between parties, 57 judged against WPP and 18 judged in our favour.

All cases are carefully evaluated to ensure that we have the right policies and procedures in place to reduce infringements wherever possible.

Development and training

Training and development is a key differentiator when potential recruits decide on an employer, it is central to client expectations, and a key focus area for WPP companies.

We aspire to high standards of employment progression and invest in the development of our teams. Our companies offer development opportunities that enable their people to gain new skills, progress their careers and reach their full potential. These include performance assessment, coaching and mentoring, succession planning and training. Our goal is for our people at all levels to receive regular performance appraisals. In 2009, we invested £39.9 million in training and wellbeing compared with £42.6 million in 2008.

Most training is carried out informally on-the-job. Some formal training and professional development opportunities are also provided at both the parent and operating company levels, which together reach several thousand employees in the Group. These cover all aspects of company business and creative skills.

Executive education helps our senior talent develop creative, client and personal leadership skills. Our flagship program is *Maestro: Orchestrating Client Value* – a five-day course aimed at strengthening the ability of our most senior client leaders to be valued and trusted advisors to their clients, colleagues and teams; and to orchestrate the many talents our organisation possesses so that our clients are best served. Since the program’s inception in 2003, it has been held in 17 countries, has reached more than 1,600 participants and involved 77 different WPP operating companies.

WPP has its own ‘Mini MBA’ program, designed to build functional knowledge and abilities. It combines online tutorials and simulations with instructor-led classroom training. Business disciplines covered are: creating client value, marketing, strategy, people and organisational development, commercial acumen and working across cultures.

Our *Digital Acceleration* training curriculum equips our companies and clients with the knowledge and skills

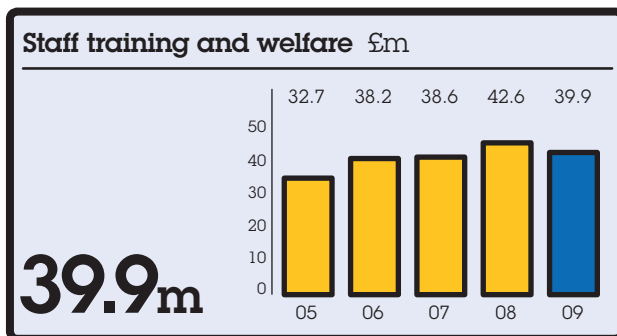
to develop and implement digital communications strategies. Created by experts across WPP, it involves interactive tasks and informs participants about the latest trends in the digital landscape.

In 2009, WPP partnered with online marketing company Omniture to deliver training sessions on analytics tools and services. Five hundred people in cities around the world took part in the training.

We have launched ‘X-Factor’, a senior management mentoring and development program for women executives led by Charlotte Beers, formerly global CEO of Ogilvy & Mather and chairman of JWT.

Below is a small selection of the training programs delivered by our operating companies in 2009:

- The Grey Masters is a six-week program for high-potential employees at Grey, designed to encourage strategic thinking, brand engagement, creative excellence and new business development. Participants are given a real business problem to solve and an opportunity to present their ideas to senior leaders and agency management.
- The Cohn & Wolfe University offers US employees training modules covering must-know basics and cutting-edge approaches.
- The MEC Rising Talent program identifies future leaders at account manager level and provides them with a 12-month accelerated development program, including the opportunity to respond to a strategic brief.
- JWT London runs 8- to 10-week training programs for graduate trainees, planners and account directors, to help them develop the skills for excellent client service.





PERSPECTIVE:

Achieving balance



Each year, employees tell us through our survey how much they value being able to balance work and home commitments.

In recruitment, work-life-balance is a key factor for applicants and in some cases they ask about it even before they mention remuneration.

As a market research company, we recognise the importance of listening to people. We also know that our employees are more productive, more satisfied and more committed to TNS when they have a good work-life-balance.

Through our 'Achieving the Balance' program, employees can claim back extra hours worked as time in lieu, work flexible hours and take paid parental leave, festival leave and birthday leave. We encourage managers to promote the time in lieu policy as it is really important in our industry, which is project based. Like all our policies, parental leave is available for both men and women.

The program has helped us to hold on to key talent. The majority of women who have taken maternity leave have come back, because we offer them flexible working conditions when they return. We see our work-life-balance policies as a key differentiator for TNS in the job market, both for male and female recruits. They also contributed to us achieving accreditation from the Equal Opportunities for Women Association, which helps us to stand out in pitches – particularly for government clients.

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**Case study:
Performance management at JWT
Asia Pacific**

Shine is JWT Asia Pacific's online employee performance measurement tool. It provides a set of standard performance metrics that can be used across JWT's Asia Pacific markets and helps the company to identify and motivate its high-potential employees by evaluating current performance, sharing feedback, and setting development plans.

Shine includes annual performance evaluations, for employees and their managers to exchange feedback and agree goals for the next 12 months. Performance assessments take into account employees' behavioural, functional and leadership competencies, including communication skills, teamwork, innovativeness and creativity, and client engagement.

A confirmation evaluation process is used to assess the performance of new recruits and to determine whether they should be offered permanent positions.

Remuneration and share ownership

Competitive remuneration packages help our companies attract and retain the best people. We regularly benchmark our compensation against other companies in our sector.

We motivate our people by providing performance-related remuneration in addition to basic salaries. More senior employees are eligible for incentives based on their performance against annual or multi-year goals for the operations they lead.

Share ownership gives our people a financial stake in the Company and a share in its success. WPP's Worldwide Ownership Plan, introduced in 1997, has granted share options to approximately 84,500 of our people.

Communication

Regular communication keeps our people up to date with company news and developments across the Group. Our most important internal communications channels are:

- WPP's public website (www.wpp.com), Group intranet site and professional knowledge communities.
- WPP's annual journal of original thinking, the *Atticus Journal*; WPP's multi-award-winning global newspaper and eBook, *The WIRE*; regular *FactFiles* profiling specialist services and resources within the Group.
- WPP's public monthly online news bulletin – *e.wire*.
- The WPP *Reading Room*, an extensive online library of thinkpieces (both public and original) from WPP professionals across our companies worldwide.
- Regular communication on Group initiatives such as the Worldwide Partnership Program, BrandZ™, the Atticus Awards, The WPPED Cream awards, the WPP Marketing Fellowship Program and professional development workshops.
- Periodic reports from Sir Martin Sorrell on topics of importance.
- Formal and informal meetings at operating company level.
- Our multi-award-winning Annual Report & Accounts, financial statements and this report are widely distributed across WPP companies and are available on our websites.

Employee surveys

Our companies keep in touch with our people's views through regular opinion surveys.

These cover issues such as ethics, training, wellbeing and corporate responsibility.

In 2009, results relating to these issues from surveys covering around 5,000 employees included:

	% of employees who agreed
My performance in my job is evaluated fairly and regularly	53%
I have the opportunity for personal development and growth at this company	62%
My company takes an interest in my wellbeing	70%
My work schedule allows me sufficient flexibility to meet my personal/family needs	67%
I could discuss ethical concerns with my managers without worrying that my job would be affected	65%
Generally we are encouraged to be 'green' in our office	74%
My company supports various causes and charities, by doing free work on their behalf or through charitable donations. I think the causes supported are selected appropriately	65%

Health and wellbeing

Health in the workplace is about more than preventing accidents. Employee health can influence productivity and staff morale; while time taken off work for treatment and recovery is a cost to our business. Most of our people are office-based. We have identified two main risks to the health and wellbeing of our workforce: stress and ergonomics-related injuries.

Our companies seek to create an environment where people feel able to discuss any issues, including stress, with their manager or human resources department. The risk of work-related stress is assessed through regular staff surveys and by checking issues raised via our Right to Speak helpline, Employee Assistance Programs and during exit interviews.

Initiatives to combat workplace stress and improve wellbeing vary by company but include:

- Employee Assistance Programs – a source of confidential advice, support and counselling.
- Flexible benefit programs, including subsidised childcare.
- Flexible work arrangements enabling people to work part-time or from home.
- Medical checks and health screening.
- Training on stress and time management.
- On-site fitness centres.
- Sports tournaments.



Ensuring our workstations follow good practice design reduces problems such as repetitive strain injury or back problems.

We collect health and safety data through our financial reporting system. In 2009 there were 322,000 days lost due to sickness, including injuries and stress, equivalent to 3.3 days per employee.

Accreditations and awards

Many of our companies have received accreditation for their human resources programs. For example, Hill & Knowlton is accredited to the Investors in People standard and MEC UK became the first member of the industry group IPA to achieve Gold accreditation for its exemplary training practices.

Hill & Knowlton Canada was recognised as one of the Best Workplaces in Canada by the Great Place to Work Institute Canada.



PERSPECTIVE:

Getting a head start in the approaching war for talent



Landor's internal brand engagement team helps clients engage their employees and deliver against their brand promises.

Building a great employer brand requires the same principles as any great branding program: know your audience. Know what makes you different. Then build a brand promise and (employee) experience that reflects and delivers on your special difference. Your employees will return the favor.

Retention will be a major concern for many companies as we emerge from the recession. Yet it appears that many employers still view recruitment and retention as a buyer's market. They figure most employees are holding on to their jobs for dear life.

But they may be in for a surprise. A recent survey by Salary.com found that 65% of employees said they were passively or actively looking for new jobs, while employers estimated that number at 37%.

Here are four big steps to take to future-proof your brand as an employer so you can both retain your best employees and also recruit the best new ones when the time comes.

- **Focus on the employee experience now**
Ensure your employee experience is compelling and 'sticky' enough to retain your people when the tide turns.

Now is the time to do it, while you are not distracted with the frenzy of recruitment. The test of a good employer brand is how well you keep your recruitment promises. Does the employee experience live up to expectations? Take a page from consumer branding. Spend time mapping out the employee experience and what you can offer. Think through all the points at which the brand is delivered to your employees, and how you can deliver it better – from induction to daily working life to career development to exit interview.

- **Make your employees' experience unique**
Offer something distinctive in terms of both tangible rewards and the feel-good factor. Identify those one or two things that will set you apart from the competition. The closer your employer brand aligns with your overall brand ethos, the better off you'll be – pick up on what makes your brand special to the outside world and interpret that for employees. Know your employees, know what's important to them, and then find your unique approach.
- **Take care of your people in the tough times**
Take care of those who stay as well as those who go. If you can prove your mettle as an employer who looks after its workforce in times of trouble, you will be rewarded with loyalty when the pendulum swings and people have the chance to leave.
- **Most important, start right now**
The employers' market of today will become the employees' market of tomorrow, so you'd better pay attention to your employer brand now. Building it up takes time, and even if you're not working at it now, your competitors are.

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