ESG INVESTOR EVENT
BUILDING BETTER FUTURES

30th June 2021
CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

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AGENDA

SESSION
Speaker(s)

WPP's Purpose 1  Mark Read
Clients 2  Lindsay Pattison
People 3  Jacqui Canney, Judy Jackson
Break 4  Hannah Harrison, John Rogers
Planet 5  Mark Read
Communities 6  John Rogers

Q&A
Mark Read
John Rogers
Jacqui Canney
Lindsay Pattison
Hannah Harrison
WPP'S PURPOSE
WPP'S PURPOSE

WE USE THE POWER OF CREATIVITY TO BUILD BETTER FUTURES FOR OUR PEOPLE, OUR PLANET, OUR CLIENTS AND OUR COMMUNITIES
OUR WORK SHIFTS BELIEF AND BEHAVIOUR
WITH THE POTENTIAL FOR SIGNIFICANT IMPACT

$60B
Annual billings

325 of the Fortune Global 500

61 of the FTSE 100

WPP’S TOP 20 CLIENTS

CPG/PREMIUM

MARS
Nestlé
BAT
adidas
L’ORÉAL
P&G
DANONE
COLGATE-PALMOLIVE

TECHNOLOGY/MEDIA

Microsoft
Apple
Google
IBM
DELL
COMCAST

PHARMA AND HEALTHCARE

gsk
J&J
Pfizer

AUTOMOTIVE

Ford

 Mazda
LONG-TERM BUSINESS SUSTAINABILITY DRIVEN BY CLIENT SATISFACTION

LIKELIHOOD TO RECOMMEND

<table>
<thead>
<tr>
<th>Year</th>
<th>Score</th>
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<tbody>
<tr>
<td>2018 H1</td>
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<td>2018 H2</td>
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</tr>
<tr>
<td>2019 H2</td>
<td>7.5</td>
</tr>
<tr>
<td>2020 H1</td>
<td>7.8</td>
</tr>
<tr>
<td>2020 H2</td>
<td>8.0</td>
</tr>
<tr>
<td>2021 H1</td>
<td>8.0</td>
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</table>

NET PROMOTER SCORE

<table>
<thead>
<tr>
<th>Year</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018 H1</td>
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<tr>
<td>2018 H2</td>
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</tr>
<tr>
<td>2020 H2</td>
<td>25</td>
</tr>
<tr>
<td>2021 H1</td>
<td>26</td>
</tr>
</tbody>
</table>

SOURCE: WPP Vantage; 2.4K-59K+ client responses per period; scores out of 10
RIGHT FOR US AND FOR OUR BUSINESS

**2.5X**

**BRAND VALUE**
for brands perceived as having a high positive impact on society¹

**85%**

**BELIEVE**
brands should be about something more than profit²

**72%**

**BUY**
more environmentally friendly products than 5 years ago³

**90%**

**BELIEVE**
companies have an environmental and social responsibility⁴

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1. Kantar Purpose 2020 Report
2. Generation Z: Building a Better Normal, Wunderman Thompson Intelligence, Dec-20
3. Accenture, 2019
4. Bank of America Gen Z Primer
OUR PURPOSE TOUCHES EVERY ELEMENT OF WPP

PEOPLE
Become the employer of choice for all

PLANET
Maximise our positive impact on the planet

CLIENTS
Support our clients to deliver their purpose

COMMUNITIES
Build healthy and vibrant communities
WPP HAS A CLEAR LEADERSHIP POSITION

SUSTAINALYTICS ESG RISK SCORE
vs agency peers

SUSTAINALYTICS ESG RISK SCORE
vs global leaders

A lower ESG risk score indicates low exposure to ESG-related risks.
AND SCORES HIGHLY ON OTHER BENCHMARKS

The company falls into the highest scoring range relative to global peers, reflecting governance practices that appear to be generally well aligned with investor interests.

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1. Competitor 3 has a 'No Response' CDP status in 2020, rating presented is from 2019
# Our Strategy and Purpose Are Fully Aligned

<table>
<thead>
<tr>
<th>Vision and Offer</th>
<th>Creativity</th>
<th>Data &amp; Technology</th>
<th>Simpler Structure</th>
<th>People and Culture</th>
</tr>
</thead>
</table>
| • Sustainability at the heart of our business and offer for clients | • Responsible marketing  
• Pro bono work  
• Diverse, equitable and inclusive teams | • Privacy and data ethics  
• Cloud based infrastructure | • Lower impact office space  
• Financially stronger  
• Improved governance and control | • Shared values across our agencies, clients and supply chain |
AND WE CONTINUE TO BE RECOGNISED FOR OUR IMPROVEMENTS

- 100% in the Human Rights Campaign Foundation's Corporate Equality Index (2019: 85%)
- Leader in the Bloomberg Gender Equality Index for the third year in a row
- 10th in the FTSE 100 Rankings for Women on Boards, Hampton-Alexander Review (2019: 12th)
**OUR FOCUS**

| PEOPLE | • Improve diversity at each level by gender, race, age, disability and sexual orientation  
• Build an inclusive culture where people belong and can do their best work |
| PLANET  | • Supply chain engagement  
• Strengthening Scope 3 carbon data quality |
| CLIENTS | • ESG as a client offer  
• More diverse teams  
• Investing in capability, training and resource  
• Marketing ethics, fairness and transparency |
| COMMUNITIES | • Building global partnerships on the biggest challenges  
• Empowering people to pursue their passions |
ESG IS VITAL TO OUR CLIENTS’ SUCCESS

1. Consumers vote with their wallets
   - 95% say brands resp. for environmental concerns
   - And 81% expect to buy more sustainable products

2. Talent acquisition & employee retention
   - 83% are more loyal to a company that prioritises ESG

3. Drives business growth
   - Brands perceived with strong ESG grew 2.5x faster

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1. Kantar Sustainable Transformation report, 2020
2. Accenture, 2019
3. Forbes The Cone Communications Millennial Employee Study, 2020
4. Kantar Purpose Report, 2020
SUSTAINABILITY IS NOW A KEY DECISION FACTOR WHEN CLIENTS CHOOSE PARTNERS

89% 'diversity among agency teams is important when deciding who we partner with'

76% 'commitment of agency partners to ESG goals is important when deciding who we partner with'

80% 'commitment of agency partners to ESG goals has become MORE important when deciding who we partner with'

Source: Poll of Institute for Real Growth's Top 100 Marketers, June 2021
Setting business purpose is inextricably linked with brand and go-to-market decisions.

Activating purpose requires a deep understanding of people: consumers, employees, investors.

Marketing, communications shift opinion and shift cultures by changing opinion & behaviour.

We help clients effectively reach billions of people every day.

CLIENTS CANNOT BUILD MORE SUSTAINABLE FUTURES WITHOUT MARKETING
WE EQUIP OUR COLLEAGUES & CLIENTS WITH BEST PRACTICES

Published January 2021

Published April 2021

Sustainability at WPP

Partnering with global clients in their sustainability transformation
IN FACT, DEMAND IS OFF THE SCALE...

9 of our top 10 global clients work with us in this space

- 25% of Hogarth production produced virtually in 2021 (2019: 5%)
- 25% of Superunion sales were ESG related in 2020, expected to be 30% by 2022
- 100% H+K briefs from the US & UK now mention ESG
- 150% increase in ESG billings seen by Cartwright in 2021
LET'S SEE SOME WORK...
OUR PEOPLE STRATEGY

CREATIVE TRANSFORMATION

1. EMPLOYER OF CHOICE FOR ALL
2. MODERNISATION OF EXPERIENCES
3. GROWTH

TECHNOLOGY & DATA & INSIGHTS
EMPLOYER OF CHOICE FOR ALL
Celebrating diversity and demonstrating purpose

ATTRACTION

RETENTION

GROWTH
WPP NEXT GEN LEADERS
Summer 2021 Cohort

DEMOGRAPHIC MAKEUP

1,400 Total Participants
>60% Female Participants
200% Increase in Engagement
>60 Countries Represented
WPP LISTENING: GLOBAL PULSE SURVEY

WPP's first quarterly Pulse survey launched in 2021 to measure employees' sense of inclusion and key employee experience metrics

The Q2 Global Pulse Survey:

• Went out to 109 markets and was translated into 22 languages

• More than 44,000 participants across 168 agencies

• Inclusion Index is 82% across five largest markets — UK, US, India, Germany and China

• Most favourable sentiment is around support for flexible working, commitment to an inclusive work culture, and the value that WPP places on diversity

• Most opportunity for improvement is around total rewards and manager feedback
WPP CAREER EXPLORER

WPP Career Explorer aggregates all jobs across the WPP agency network in one, searchable place — accessible to internal employees and external candidates.

Since the launch of CE earlier this year, there have been:

- 22K roles posted
- 70K views
- 10K applications
UniWorld Group, Inc. (UWG) is the longest-standing, full-service, multicultural marketing and advertising agency in the US and a thought leader in creativity, inclusion and innovation.

UWG brings 51 years of expertise focused on diverse markets and workplaces around the globe within the UWG Global Reflections and Inclusive Leadership practice.

UWG has partnered with TrainUp to deliver a learning experience that leverages technology to enable and facilitate discussion, feedback, and encourage growth. The experience involves a recurring series of four steps:

1. Context & Community (interactive, real-time virtual session)
2. Online Content (self-paced review & engagement)
3. Action Planning (interactive, real-time virtual session)
4. Discussion & Feedback (self-paced community engagement)
DEMONSTRATING OUR PURPOSE

WPP partners with Google to launch #IamRemarkable

WPP joins Mexico and India chapters of UN Women’s Unstereotype Alliance

WPP joins the Business Coalition for the Equality Act in the U.S.

WPP joins global movement to improve workplace mental health
In June 2020, WPP announced a set of commitments and actions to develop and measure a truly inclusive, diverse and equitable company.

- We are taking *decisive action* on each of the *12 points in the “Call for Change”* open letter to the industry from more than 1,200 Black advertising professionals; completing a foundational review of our hiring, retention, promotion, and development practices; and publishing our racial diversity data.

- We've pledged to use our voice to *fight racism* and advance the cause of racial equality in and beyond our industry.

- We are investing *$30 million over three years* to fund anti-racism and inclusion programs within WPP and support external organisations.
WE HAVE MADE GOOD PROGRESS IN DRIVING GENDER EQUALITY

<table>
<thead>
<tr>
<th>Category</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOARD AND EXECUTIVE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>40%</td>
<td>37%</td>
</tr>
<tr>
<td>Female</td>
<td>60%</td>
<td>63%</td>
</tr>
<tr>
<td>Ranking</td>
<td>10th</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>SENIOR MANAGERS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>51%</td>
<td>50%</td>
</tr>
<tr>
<td>Female</td>
<td>49%</td>
<td>50%</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALL OTHER EMPLOYEES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>57%</td>
<td>57%</td>
</tr>
<tr>
<td>Female</td>
<td>43%</td>
<td>43%</td>
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</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL EMPLOYEES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>55%</td>
<td>55%</td>
</tr>
<tr>
<td>Female</td>
<td>45%</td>
<td>45%</td>
</tr>
</tbody>
</table>

female representation on the Board as at 31 December 2020

ranking in Hampton-Alexander’s FTSE 100 review of Women on Boards in 2020
## OUR WORKFORCE DIVERSITY DATA

### UNITED STATES 2018, 2019 AND 2020 DATA<sup>1,2</sup>

<table>
<thead>
<tr>
<th>Level</th>
<th>Year</th>
<th>Black or African American</th>
<th>Asian</th>
<th>Hispanic or Latino</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior/Executive Level Managers</td>
<td>2020</td>
<td>3.9%</td>
<td>6.9%</td>
<td>6.4%</td>
<td>80.9%</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>2.9%</td>
<td>6.6%</td>
<td>6.4%</td>
<td>82.3%</td>
</tr>
<tr>
<td></td>
<td>2018</td>
<td>2.2%</td>
<td>5.7%</td>
<td>5.8%</td>
<td>85.0%</td>
</tr>
<tr>
<td>First/Mid-Level Managers</td>
<td>2020</td>
<td>4.4%</td>
<td>10.6%</td>
<td>9.4%</td>
<td>73.3%</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>4.2%</td>
<td>10.6%</td>
<td>9.8%</td>
<td>73.2%</td>
</tr>
<tr>
<td></td>
<td>2018</td>
<td>4.1%</td>
<td>9.9%</td>
<td>9.3%</td>
<td>74.8%</td>
</tr>
<tr>
<td>Professionals</td>
<td>2020</td>
<td>6.7%</td>
<td>15.3%</td>
<td>9.3%</td>
<td>65.4%</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>6.6%</td>
<td>15.7%</td>
<td>8.9%</td>
<td>65.5%</td>
</tr>
<tr>
<td></td>
<td>2018</td>
<td>6.4%</td>
<td>15.0%</td>
<td>8.7%</td>
<td>67.0%</td>
</tr>
<tr>
<td>All Staff</td>
<td>2020</td>
<td>6.5%</td>
<td>12.0%</td>
<td>9.9%</td>
<td>68.9%</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>6.4%</td>
<td>12.4%</td>
<td>9.8%</td>
<td>68.7%</td>
</tr>
<tr>
<td></td>
<td>2018</td>
<td>6.2%</td>
<td>11.7%</td>
<td>9.4%</td>
<td>70.2%</td>
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### UNITED KINGDOM 2020 DATA<sup>1</sup>

<table>
<thead>
<tr>
<th>Level</th>
<th>Black</th>
<th>Asian</th>
<th>Mixed</th>
<th>Other ethnic</th>
<th>White</th>
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<tbody>
<tr>
<td>Board Members or Executive Leaders</td>
<td>0.8%</td>
<td>3.8%</td>
<td>2.1%</td>
<td>1.3%</td>
<td>87.2%</td>
</tr>
<tr>
<td>Senior Managers</td>
<td>2.4%</td>
<td>5.8%</td>
<td>2.6%</td>
<td>2.6%</td>
<td>79.5%</td>
</tr>
<tr>
<td>Other Employees</td>
<td>4.7%</td>
<td>9.1%</td>
<td>2.8%</td>
<td>4.7%</td>
<td>69.2%</td>
</tr>
<tr>
<td>All Staff</td>
<td>4.1%</td>
<td>8.2%</td>
<td>2.8%</td>
<td>4.2%</td>
<td>71.9%</td>
</tr>
</tbody>
</table>

1. The US and UK data sets are not directly comparable due to current differences in data collection, differing job level classifications and differences in how full- and part-time employees are captured in employee headcount in each country.
2. Changes in our US data reflect a number of structural changes we have made to our business in the past two years, including significant disposals, as well as employee attrition.
REFLECTING ON PROGRESS AND LOOKING TO THE FUTURE
ACCOUNTABILITY

- DE&I goals linked to Senior Leaders' bonus compensation schemes
- Quarterly reviews with Senior Leaders to measure progress against DE&I goals
- Quarterly DE&I updates for all our people
BUILDING CULTURE THROUGH PURPOSE
Using the power of creativity to build better futures

PEOPLE
Attract, retain and develop our people in a culture that is open, optimistic and extraordinary

PLANET
Accelerate the transition to a sustainable world

CLIENTS
Deliver extraordinary work through the best people and a unifying purpose

COMMUNITIES
Drive change in the world around us
Committed to net zero across value chain by 2030
Formally committed to setting science-based targets

Committed to 100% renewable electricity by 2025
Committed to reach net zero carbon emissions in all campuses

Published first TCFD statement (WPP early adopter)
Launched single-use plastics pledge

WE HAVE BEEN DELIVERING ON OUR PLANET AGENDA FOR 15 YEARS

2002
First Sustainability Report

2006
Sustainability policy published
Participated in Carbon Disclosure Project for first time

2011
Offset 100% air travel for first time

2017
Met carbon reduction target a year early
Introduced new carbon reduction targets, aligned with climate science

2018
Published first TCFD statement (WPP early adopter)

2019
Launched single-use plastics pledge

2020
Committed to 100% renewable electricity by 2025
Committed to reach net zero carbon emissions in all campuses

2021
Committed to net zero across value chain by 2030
OUR CARBON FOOTPRINT

**SCOPE 1:** 25k tCO₂e
- Direct emissions from owned or controlled sources
- 0.5%

**SCOPE 2:** 63k tCO₂e
- Indirect emissions from the generation of purchased electricity
- 1.2%

**SCOPE 3:** 5.3m tCO₂e
- Indirect emissions that occur in the value chain, including Media, Production and Technology, for example
- 98.3%

**5.4M tCO₂e TOTAL EMISSIONS**
WPP will reach Net Zero emissions across our operations by 2025 and across our supply chain by 2030, including emissions from media buying — an industry first.
WPP commits to reduce absolute Scope 1 and 2 emissions by at least 84% by 2025 from a 2019 base year.

WPP also commits to reduce absolute Scope 3 emissions by at least 50% by 2030 from a 2019 base year.

Residual emissions will be offset to reach our net zero targets.
WE WILL REDUCE EMISSIONS ACROSS OUR BUSINESS

Scopes 1 & 2

NATURAL GAS 8%
7,000 tCO₂e used to heat offices

COMPANY CARS 21%
18,000 tCO₂e from owned or leased cars

ELECTRICITY 71%
63,000 tCO₂e to power our offices

N.B. Left graph shows baseline 2019 data; right graph shows reported 2019 and 2020 data with future years showing projected emissions reductions from interventions.
REDUCING ABSOLUTE SCOPE 3 EMISSIONS BY 50% BY 2030

Four priority emissions hotspots:
• Media spend (55%)
• Production (14%)
• Technology (6%)
• Business travel (3%)

To reduce emissions from these sources, WPP will also focus on:
• Procurement and supply chain
• Data quality and carbon accounting for media investment

1. Other procurement spend includes spend related to facilities, HR, professional fees and similar items. Minority investments includes estimated emissions from companies in which WPP has less than a 50% ownership share. Other business activities includes employee commuting, downstream leased assets (buildings) and other fuel use.
DRIVING INNOVATION AND DELIVERING COMPETITIVE ADVANTAGE
EMBEDDED AND COSTED IN OUR WIDER TRANSFORMATION STRATEGY

CAMPUSSES
- 85% of our people in net zero campuses by 2025
- 100% renewable electricity
- Sustainable by design:
  - Climate risk assessment on location
  - Smart sensors
  - Adaptable space, low waste fit-out
- No single-use plastics

TECHNOLOGY
- Moving 95% of our workloads to public cloud to reduce emissions from storage and computing by 60%
- Smart building and cooling management solutions to reduce campus technology emissions by 28%

OPERATING MODEL
- Air travel permanently reduced by over 1/3, lowering emissions
- Building efficiencies through local office consolidation
- Sustainable procurement
SUSTAINABLE PROCUREMENT BY DESIGN

ENVIRONMENTAL
• Master supplier data on a single platform to track our buying impact on the environment; measurement and monitoring across Scope 1, 2 and 3 emissions
• Sustainability-assessed and rated suppliers via independent, third party portal

SOCIAL
• Fostering diversity through simpler vetting/onboarding for diverse and smaller suppliers
• Members of the Global Supplier Diversity Alliance
• Co-sponsor of UK Accelerator Programme backing ~40 certified diverse entrepreneurs to “develop the ethnic minority business of today to become the supplier chain leaders of tomorrow” (MSDUK)

GOVERNANCE
• Quicker vetting through automation and procurement shared services to maximise agency compliance
• Intelligent Risk Management using a guided buying experience, to focus procurement experts and identify riskier requests

DIVERSITY
SUSTAINABLE & ETHICAL
ENABLING OUR SUPPLY CHAIN
DIGITALLY CONNECTED
COST SAVINGS
WPP COMMUNITIES
$30M planned investment over next 3 years to fund inclusion programmes within WPP and support external organisations

£649M wider social impact from pro bono work, charitable donations and free media space in 20201
(2019: £291M)

£59.3M free media space negotiated on behalf of pro bono clients
(2019: £18.9M)

£12.6M pro bono work for clients, including UN Women and the World Health Organisation
(2019: £10.6M)

1. We have conducted research with Sustain Value to quantify the wider social impact, which includes an estimate of the potential societal impact of the investment made. Refer to pages 61-63 of the WPP Sustainability Report 2020 for detail on methodology and data used.
GOVERNANCE
GOVERNANCE

1. FRAMEWORK
2. RISK
3. DATA ETHICS
4. INCENTIVES
1. FRAMEWORK

Up to 2018

- Group Chief Executive Officer
- Audit Committee
- Compensation Committee
- Nomination and Governance Committee

Board of Directors
1 FRAMEWORK

Setup today

Board of Directors

- Group Chief Executive Officer
- WPP Executive Committee
- WPP Global Inclusion Council
- Exco Sustainability Committee
- Risk Committee
- Data Privacy, Security and Ethics
- Risk and Controls

- Audit Committee
- Sustainability Committee
- Compensation Committee
- Nomination and Governance Committee

Internal Audit

KEY

- Board committee
- Executive committee
- Sub-committee
- New in last two years
SUBSTANTIAL BOARD RENEWAL

Broad, deep and relevant expertise

AS AT DECEMBER 2017

BOARD GENDER

- Male: 27%
- Female: 73%

NON-EXECUTIVE DIRECTOR TENURE

- 0 - 3 years: 6
- 3 - 5 years: 1
- 6 - 9 years: 4
- 9+ years: 0

Exceeding Parker Review diversity target

3 new NED appointments in 2020

AS AT DECEMBER 2020

BOARD GENDER

- Male: 46%
- Female: 54%

NON-EXECUTIVE DIRECTOR TENURE

- 0 - 3 years: 10
- 3 - 5 years: 11
- 6 - 9 years: 9
- 9+ years: 9

GEOGRAPHICAL EXPERIENCE

- Africa and Middle East: 9
- APAC: 8
- Europe: 13
- International: 11
- Latin America: 5
- North America: 12

SKILLS

- Corp. Gov.: 13
- Audit & Risk: 9
- Finance: 8
- M&A: 5
- Strategy: 10
- Sustainability: 13
- Tech.: 12
- Global Media & Adv.: 12

AS AT DECEMBER 2017

- Male: 1
- Female: 6
- 0 - 3 years: 6
- 3 - 5 years: 1
- 6 - 9 years: 2
- 9+ years: 0

AS AT DECEMBER 2020

- Male: 6
- Female: 9
- 0 - 3 years: 1
- 3 - 5 years: 4
- 6 - 9 years: 6
- 9+ years: 0
NEW EXCO ENHANCING COLLABORATION

• **Established in 2019** to make combined, collaborative decisions

• Collectively responsible for implementing **strategy**, ensuring consistent execution and embedding WPP's **culture and values**

• **Meet monthly**, with in-depth meetings quarterly

• Made up of 20 **leaders** of WPP's largest agencies and **enhanced corporate functions**

• The committee is **35% women, 15% racially diverse**

• **Incentivised** on WPP level performance
SUSTAINABILITY COMMITTEE

WPP amplifying our agencies' sustainability agendas at scale

MEMBERS

• Established in December 2019
• Chaired by Keith Weed CBE
• Other Board members are Sally Susman, Angela Ahrendts DBE and Jasmine Whitbread
• Attended by CEO, CFO
• Other attendees include the Chief People Officer, Group Corporate Affairs Director, Director of Sustainability, Senior Independent Director and Group Chief Counsel

ROLE

• Responsible for reviewing and monitoring the Group's sustainability targets and commitments
• Assists the Board in oversight of corporate responsibility and reputation matters
• Reviews policy statements on environmental and social matters
• Focused on continual improvement:
  − Sustainability assessment to build baseline across 21 markets
  − Developing practical metrics to monitor performance and drive progress

KEY FRAMEWORKS AND REPORTING

VALUE REPORTING FOUNDATION
TCFD
CDP
SUSTAINABLE DEVELOPMENT GOALS
GRI
UN GLOBAL COMPACT
WORLD ECONOMIC FORUM
2 RISK: “THREE LINES OF DEFENCE” MODEL

1\textsuperscript{ST} LINE: COMPANY REVIEWS
Functions that own and manage risk, e.g.

- Agency-level committees

2\textsuperscript{ND} LINE: EXECUTIVE MANAGEMENT REVIEWS
Functions that oversee or specialise in risk management and business integrity, e.g.

- Risk and Controls Group
- Business Integrity

3\textsuperscript{RD} LINE: INTERNAL AUDIT AND OVERSIGHT
Functions that provide independent assurance, e.g.

- Internal Audit
- Audit Committee
- External experts
"As a company, and as individuals, we have a collective responsibility to behave in the right way towards each other, in our interactions with clients, and within our communities.

WPP should be a place where everyone feels they can bring their authentic selves to work, without fear of discrimination or bullying.

If we all hold ourselves accountable, together we can foster a culture of openness and integrity throughout WPP."

Mark Read on the launch of the “How We Behave” training, June 2020

**“HOW WE BEHAVE” TRAINING**
Mandatory training covering ABC, workplace behaviour, sustainability and data security, fully refreshed in 2020

**“BELONGING” TRAINING**
Mandatory anti-racism and inclusion training for all our people

**RIGHT TO SPEAK**
Hotline available in c.100 countries in local languages. Accounted for 75% of whistleblowing reports in 2020
DATA ETHICS

Addressing key client issues

CLIENT COLLABORATION, EG.

- **Retail client**: Privacy Summit hosted jointly by WPP and client privacy teams with 90 attendees from cross agency and business teams

- **CPG client**: working with industry consortium led by client for measuring DE&I in production

CHOREOGRAPH

- **Clients own their first-party data**
- **We don't use data we don't need**
- **What you have today, ready for tomorrow**
INCENTIVES: ALIGNING MANAGEMENT WITH SHAREHOLDERS

1. As a % of base salary

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2020 onwards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measured by</td>
<td>EPS, ROE, Relative TSR</td>
<td>1/3 ROIC, 1/3, Adjusted FCF, 1/3 Relative TSR</td>
</tr>
<tr>
<td>Maximum opportunity¹</td>
<td>975%</td>
<td>400%</td>
</tr>
<tr>
<td>Normal award levels¹</td>
<td>CEO: 600%, CFO: 300%</td>
<td>CEO: 350%, CFO: 300%</td>
</tr>
<tr>
<td>Performance period</td>
<td>5 years</td>
<td>3 years with 2 year holding period</td>
</tr>
<tr>
<td>Shareholding requirement¹</td>
<td>CEO: 600%, CFO: 300%</td>
<td>CEO: 600%, CFO: 300%</td>
</tr>
</tbody>
</table>

1. As a % of base salary

- **1,600** key executives awarded WPP Stock Plan. Awards vest three years after grant
- **42,000+** employees eligible for WPP share option plans (2019: 38,000+)
- Agency leads now partly remunerated on WPP performance

- **Diversity, equity and inclusion goals** included in incentive plans for senior executives for the first time in 2021
- **Carbon reduction targets** in incentive plans for Executive Directors from 2021
- CFO and CEO 2021 STIP includes plastic targets
SUMMARY

- Critical topic for our people, clients, shareholders and other stakeholders
- Area of opportunity for differentiation and growth
- Integrated ESG strategy supported by rigorous governance
- Ongoing reporting and disclosure
Q&A
THANK YOU