

CREATIVITY

WPP's single biggest competitive advantage

Every day we are asked to engage hard-to-reach audiences, enhance brand reputations or increase sales. Our answer? Creativity. The solution to both commercial problems and some of society's most complex challenges. And creativity doesn't just apply in our creative agencies – it's vital for our media and public relations work too.

DIVERSITY MATTERS

Creativity flourishes when we invest in and celebrate the diversity of our people, which is why we introduced diverse candidate slate policies in the UK, United States and Asia-Pacific. We enrolled more women on development programmes including the Elevate sponsorship plan, designed to support Black women in their career growth, and launched free VisibleStart training in the UK for women over 45 who want to enter or rejoin the industry. We also nurtured early-career talent via NextGen Leaders and The Update, both of which aim to build a diverse pipeline.

i Read more about how we're investing in diversity on page 36

Creativity extends to our physical spaces too. People need modern and dynamic workspaces that encourage creative collaboration on the next client pitch or challenge. Our state-of-the-art campuses will, by 2025, house 85,000 of our people – in net zero buildings running on electricity from renewable sources.

TALENT AND TEAMWORK

Our focus on hiring exceptional creative talent resulted in some great wins in 2022. Devika Bulchandani was promoted to Global CEO of Ogilvy and drove the agency's most successful creative year yet: Ogilvy was named Network of the Year at both the Cannes Lions Festival and The One Show, and by *Campaign* magazine. It also became

the only agency to secure top rankings on both WARC's Creative 100 and Effective 100.

VMLY&R was recognised by Forrester as a leader in Marketing Creative and Content Services, while AKQA secured two Grand Clio awards and Wunderman Thompson won the inaugural Creative B2B Grand Prix at Cannes. Liz Taylor, who returned to Ogilvy in 2021, topped D&AD's 2022 Chief Creative Officer rankings.

Investing in key acquisitions also brings fresh new ideas and highly rated creative expertise to the WPP family. Our 2022 acquisition of Passport – a leading California-based brand design agency that works across a range of consumer categories and global markets spanning Australia, Asia and North America – will help us deliver exceptional strategic positioning and creative execution that will greatly benefit our clients.

TECH + CREATIVITY = INNOVATION

Our focus on ground-breaking technology allows us to throw away the creative rule book, sparking into life bold, innovative, new ideas. In 2022 Speaking in Colour, a voice-activated AI tool produced for paint manufacturer Sherwin-Williams, changed the way we visualise colour (see page 50).

Alongside Coca-Cola, ITC (one of India's foremost FMCG companies) and Wavemaker created the first metaverse wedding, while Burger King entered the gaming world with Burger Glitch, playfully poking fun at in-game glitches while achieving record numbers of app downloads.

Apps including Instagram, Waze and TikTok supported a data-rich Australian road safety initiative encouraging young drivers to take breaks on long road trips, resulting in a 70% reduction in young driver claims. And we helped Greenpeace press home their message within Grand Theft Auto,



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

Rob Reilly

Global Chief Creative Officer, WPP

creating a virtual version of Los Angeles under pressure of extreme weather events.

We also kept it real (world). Off the coast of Sweden, Carlsberg's underwater bar warned boat drivers of the dangers of drinking and driving. And alongside Ford, we created an unashamedly Very Gay Raptor (see page 20). Not everyone liked it. But Ford wanted change, and we delivered it – creatively.

WPP's purpose also helps us inspire powerful social change. We created an emotionally bold campaign with Amnesty International in which Portuguese TV, radio and cinema ads were interrupted with an air raid siren every time a real one went off in Ukraine. We created Morning After Island in the sea near Honduras so women could legally access the morning-after pill – something they were forbidden to do within the country's jurisdiction. And in partnership with Google Fonts, we imagined an entirely new font to change the way the world reads, helping 780 million people worldwide born with dyslexia.

CREATIVE RECOGNITION

Changes brought about by Covid-19 meant we had to think differently over the last two years, and the creativity this has engendered has been revolutionary – and widely recognised by consumers and industry alike. Awards are not why we do the work, but we love it when our talented teams get recognition for their ground-breaking ideas.

We were honoured to be awarded the overall title of Most Creative Company of the Year at the 2022 Cannes Lions Festival, where WPP agencies collected a total of 176 Lions including one Titanium, four Grand Prix, 36 Gold, 47 Silver and 88 Bronze, with winners representing 40 different countries. WPP also topped WARC's 2023 global agency rankings in all three categories: Creative, Media and Effectiveness.

LEADING THE FIELD

Our creative drive is to meet client needs – we don't do it for awards, but winning them tells us we're doing things right and recognises the talent of our teams around the world. Here are some 2022 highlights



CREATIVE



NETWORK OF THE YEAR
Cannes Lions



LEADER IN MARKETING CREATIVE AND CONTENT SERVICES
Forrester



WORLD-CHANGING IDEAS AWARD
Fast Company



INAUGURAL CREATIVE B2B GRAND PRIX
Cannes Lions



GOLD
Marketing Excellence Awards

MEDIA



HOLDING COMPANY OF THE YEAR
MediaPost



#1 MEDIA AGENCY
WARC



GLOBAL AGENCY OF THE YEAR
Adweek



AGENCY NETWORK OF THE YEAR
M&M Global



MOST INNOVATIVE AGENCY OF THE YEAR
Digiday

PR AND SPECIALIST AGENCIES



OUTSTANDING AGENCY PRACTICE
PRWeek



UK AND MIDDLE EAST CONSULTANCY OF THE YEAR
PROvoke SABRE Awards EMEA



#1 GLOBAL M&A COMMUNICATIONS ADVISOR
Mergermarket



BEST IN SHOW
Art Directors Club of New York



22 GOLDS
Transform Awards



SHEBA: HOPE REEF

Fish are only sustainable if their environment is too

OFFER
COMMUNICATIONS

AGENCY
ESSENCEMEDIACOM, GLOBAL

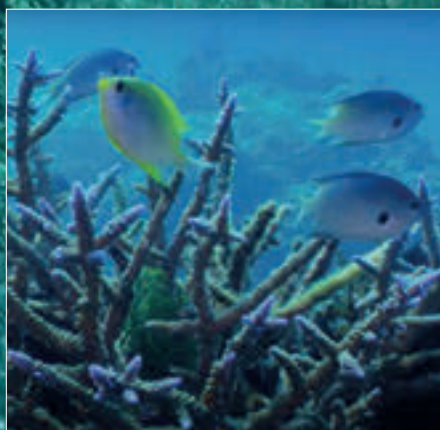
CLIENT
SHEBA (MARS PETCARE)

Over 50% of the world's coral has been lost since 1950, with 90% of reefs facing extinction within just 20 years. As a commitment to going beyond simply sourcing sustainable ingredients for its cat food, Sheba wanted to actively restore ocean health.

Working with Mars Petcare and partners including AMV BBDO, Google and Freuds, EssenceMediacom helped develop the Hope Reef campaign. Located off the coast of Indonesia, Hope Reef restored a barren site that had been blasted with explosives by fishermen. Using the reef star system to create the perfect environment for coral to thrive, Sheba's marine biologists regrew the coral to form the word Hope, a living testament to Sheba's commitment to sustainability.

EssenceMediacom's high-impact paid media campaign across 11 markets helped showcase the visual of Hope Reef alongside its coordinates, driving people to Google Maps to view it for themselves and 'swim it' on underwater Streetview. Over one million people explored the reef on Google Maps.

EssenceMediacom also invited the world to play a part in reef restoration via a YouTube video that gained 20 million views and raised enough funds for a new crowdfunded reef. Today Hope Reef is thriving, with 70% coral coverage and a 300% increase in fish abundance.



308%
return on investment

2.5bn
earned media impressions

5
countries adopted Sheba's reef system

Awards
Cannes Lions Grand Prix: Media, and Industry Craft

DATA AND TECHNOLOGY

The backbone of our success

WPP harnesses the power of data and technology to augment our creative, media and public relations skills, and design award-winning, ground-breaking digital moments. Whether it's how the work is made, data and tech *being* the idea, or deriving ideas from tech culture, technology drives our creative success.

ACCELERATED STRATEGY

The last few years have brought evolving client needs into sharp focus: in particular, an increasing desire for expert guidance on what data is valuable and accessible, and where it fits into clients' overall purpose. In response we accelerated delivery of our data and tech strategy, focusing on three key areas: our platforms, partners and people. This strategy revolves around a forward-looking approach to data that empowers clients, focuses on connection not collection, prioritises consumer privacy, and emphasises data's ethical and purposeful use to improve performance.

These are also the principles on which our data company, Choreograph, was founded. Industry analysts Forrester recognised this approach, stating that Choreograph "has a differentiated vision of a future where personal information isn't the only solution for marketing and a thoughtful, above-par roadmap."¹

INNOVATIVE PLATFORMS

We believe that the best technology tools and solutions originate closest to our clients, in our agencies – something we call distributed innovation. To maximise the impact of these innovations we integrate them into WPP Open, a platform that shares the best technology and data innovations from across the Company, so that all clients can access the best data and products from anywhere in our business.

Our data and technology platforms have been central to winning some of our most exciting client mandates in recent years. We built The Coca-Cola Company's new marketing operating system on WPP Open, and also won the opportunity to build SC Johnson's marketing operating system and deploy proprietary tools from WPP Open.

PARTNERSHIPS DRIVE RESULTS

We have key strategic partnerships with 28 of the world's largest technology companies. At the heart of each partnership is a joint business plan covering product development, preferential access to data and technology, training programmes and joint go-to-market approaches.

In 2022 we partnered with Epic Games to deliver a new era of digital experiences for clients in the metaverse. This was brought to life with the pioneering launch of the Give Me The Future Experience with the band Bastille.

We also partnered with NVIDIA's Omniverse platform to reinvent the way content is made and captured, replacing traditional location-based production with virtual tech including high-end CGI and 360° photography. Teams around the world can now collaborate effortlessly, producing more effective work with lower investment, lower carbon footprint and faster speed to market.

INSPIRING OUR PEOPLE

Over the past year our people achieved more than 33,000 different technical accreditations and certifications from our technology partners, reflecting WPP's commitment to outstanding learning opportunities and world-class technology

In addition, our partnership with Epic Games resulted in more than 4,700 colleagues being trained in the bespoke Metaverse Academy, the first partnership and training programme of its kind.

Nearly 3,000 colleagues achieved Meta's Blueprint Certification, a 67% increase over 2021, and more than 6,300 colleagues earned TikTok Academy badges. We also launched a Creative Technology Apprenticeship scheme, which saw a diverse cohort of young people begin an exacting, year-long experience across a range of agencies.

LEADING THE INDUSTRY

This year WPP and its agencies were named a Leader in three Forrester Waves: WPP for Global Marketing Services and for Digital Experience, and VMLY&R for Content and Creativity Services. Choreograph was named a Strong Performer in the Forrester Wave for Customer Data Strategy and Activation Services, while the International Data Corporation (IDC) recognised WPP's leadership position in its Adobe Experience Cloud Services MarketScape. WPP agencies won a Grand Prix, 11 Gold, six Silver and eight Bronze awards at the Digital Media Awards (DMAs) this year – a testament to the creativity that is being driven by data and technology across our business.

1 For more information on our approach to data ethics please see page 84

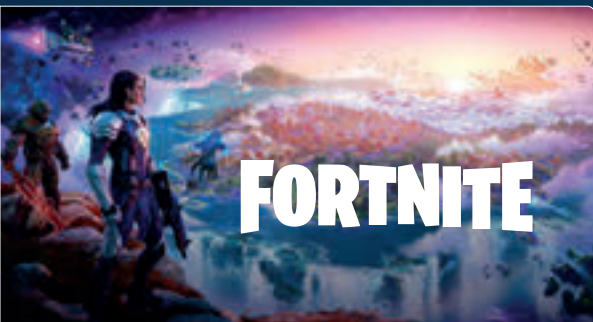
¹ Source: Forrester Customer Data Strategy and Activation Wave, Q2 2022

A NEW GLOBAL PARTNERSHIP

WPP partners with the world's leading tech companies because we believe brands have a unique opportunity to unlock unlimited creativity within the spaces created by new technology



In 2022 we announced our partnership with Epic Games, the interactive entertainment company and developer of Fortnite and Unreal Engine, to help WPP agencies with training and resources to deliver a new era of digital experiences for brands in the metaverse



TECHNOLOGY

WPP works closely with Epic to learn how to build next-generation interactive experiences leveraging Unreal Engine, an advanced real-time 3D creation tool used across a range of industries including games, film, architecture, fashion, automotive, music and live events

JOINT SOLUTION DEVELOPMENT

The Epic Games partnership has already produced pioneering work including the launch of the *Give Me The Future Experience* with the band, Bastille. Using Epic Games' Unreal Engine, we created the world's first hybrid physical/virtual concert



GO-TO-MARKET INITIATIVES

The partnership inspired WPP's own metaverse incubator programme, offering WPP clients the opportunity to work with agencies to build imaginative worlds inside Fortnite, one of the world's most popular online games



SKILLS DEVELOPMENT

Over 4,700 WPP creatives and technologists have been trained to create custom brand experiences in Fortnite and to use Unreal Engine for real-time 3D creation and virtual production

GIGAFAST WITH SKY BROADBAND

Launching Sky into the metaverse

OFFER
COMMUNICATIONS, EXPERIENCE

AGENCY
HOGARTH AND
ESSENCEMEDIACOM, UK

CLIENT
SKY

Fast, reliable internet has become an essential utility in the modern world. Sky wanted to drive awareness of its new game-changing fibre optic broadband product, Gigafast.

Partnering with SuperAwesome (an Epic Games company), Hogarth and EssenceMediacom proposed a takeover of a new level in Fortnite, plus a virtual race for gamers where the winner would have the unique prize of racing a famous YouTuber in the final. The agencies pushed every creative element of the game, ensuring that the Sky brand was accurately represented and adding new features never seen before.

For it to resonate with gamers, it was crucial that Sky's involvement added real value to the Fortnite community. The branded integration provided a truly enhanced speed experience in-game. To help keep the experience authentic and credible, the agencies partnered with top YouTuber, Ali A, who amplified the challenge to 18m+ followers live across YouTube and TikTok.

Sky saw overall sales increase by 27% throughout the campaign period, with Gigafast sales increasing by 26% in the first two weeks alone.



41%
over-delivery on
target reach

1.8m
views on YouTube
and TikTok

50k
likes on Twitter,
YouTube and TikTok

Awards
Digiday, Best Multi
Channel Distribution
Strategy Award





PEOPLE

We're a people business

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.

EMPLOYEE ENGAGEMENT

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 for all.

We achieved our highest-ever engagement levels with 72,700 employees taking part, a 65% increase in engagement from 2021. The results revealed that people care most about career growth, belonging and feeling valued. We were pleased to see our Company-wide eNPS score (for 'how likely are you to recommend WPP as a place to work?') increase 14 points from 2021.

FULFILLING CAREERS AND GLOBAL EXPERIENCES

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

In 2022 we invested £31.3 million into learning and development opportunities for our employees, a 5% increase from 2021. We're pleased to say that over the course of 2022, WPP employees earned more than 33,000 accreditations and certifications from leading technology partners including Adobe, Meta, Microsoft and TikTok.

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.

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 (see page 39).

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.

DIVERSE LEADERSHIP

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

In 2022 we continued to invest in programmes such as Walk the Talk and Fast Forward, propelling women to leadership positions. We also expanded Elevate, the United States-based sponsorship programme for mid-level Black women, into the UK, providing tools to support their career growth, personal development and wellbeing.

And 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. For more on employee diversity, please see the 2022 Sustainability Report.

The proportion of women in executive leadership roles globally was 40% (2021: 39%), while 54% of senior management positions were occupied by women (2021: 52%). This year, we were named in the Bloomberg Gender-Equality Index for the fifth year in a row, and 18 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.

INCLUSION AND INSPIRATION

Inclusion is a passion at WPP. We embrace all types of creative talent, which helps us build strong teams and strengthen our relationships with clients. Diverse and vibrant employee spaces have been created across WPP by individuals keen to make a difference. For example, WPP Unite celebrates our LGBTQ+ community, WPP Stella inspires women across the Company to maximise their potential, and WPP Roots champions greater ethnic and cultural diversity.

Since 2020, our Racial Equity Programme has committed \$16.2 million¹ to a variety of projects to help combat racial injustice and support Black and ethnically marginalised talent (for an example, see page 38). 22% of our senior leaders and executive managers in the United States, our largest market, are non-white, which is an improvement on 2021 – but clearly we still have work to do to make our business a more diverse workplace.



For more information on ethnic diversity at WPP, please see our 2022 Sustainability Report

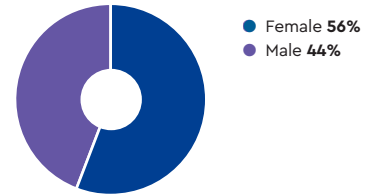
¹ Excludes 2022 investments

DIVERSITY

54%
of senior managers across WPP are women

22%
of senior and executive managers in the US, our largest market, are non-white

EMPLOYEES BY GENDER



PEOPLE COMMUNICATIONS

1.8 million
unique opens of CEO all-staff emails

5,900
average attendance at CEO virtual townhalls

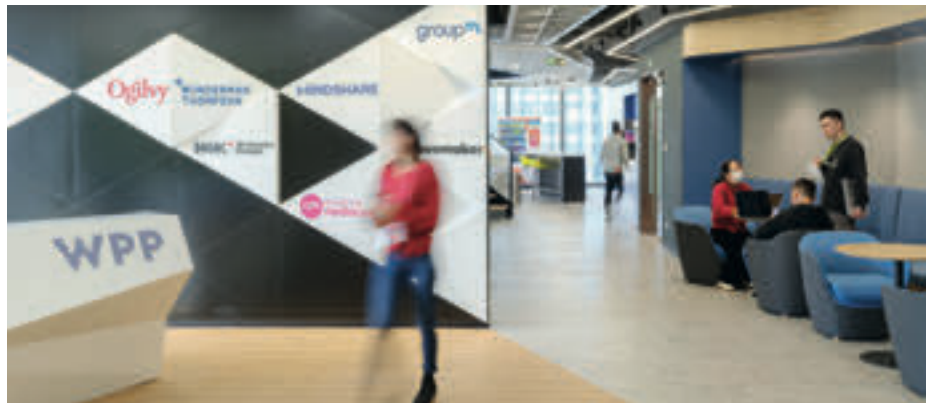
72,700
employees worldwide completed refreshed All in staff survey

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

Over the course of the year, we rolled out our Mental Health Allies programme in 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 we have developed our benefits programmes to make them 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.

These metrics were 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 our 2022 Sustainability Report



Our new Guangzhou Campus is a creative hub that brings together over 500 people across different WPP agencies

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 our personal and working lives. Our hybrid approach – with time spent working in our campuses and remotely – has been adopted 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.

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

Finally, recognising the contribution of our people during the challenges of recent years, we invested in supporting colleagues' wellbeing through the Making Space initiative, which kicked off with a four-day weekend for all employees to take time out to recharge, reset and refresh.

GREAT PLACES TO WORK

- AKQA was named as The Dots Best Company to Work For in 2022 for the third year in a row
- VMLY&R won Best Place to Work: Network, and top Global Diversity and Inclusion Initiative in Campaign's Global Agency of the Year awards
- CMI Media Group made the top 50 Ad Age Best Places to Work 2023

WE LOVE YOU TO HEALTH

Advocating for better maternal care for Black mothers

OFFER
COMMUNICATIONS

AGENCY
WUNDERMAN THOMPSON, USA

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



INVESTING IN OUR PEOPLE

Industry-leading technology skills for tomorrow's digital world

Inspiring dynamic growth for brands takes dynamic, skilled people to make it happen. That's why we encourage curiosity, self-development and a thirst for learning throughout WPP.

We provide an extensive programme of learning and development for our people worldwide in subjects as diverse as commercial competence and TikTok.

The Future Readiness Academies, the latest phase of our industry-leading digital learning programmes, launched in September 2022. The Academies form a unique global learning programme, based on the four pillars of WPP's offer – communications, experience, commerce and technology – to help everyone across the Company become confident and conversant in the digital world of the future.

We kicked things off with Metaverse and More, a 12-episode podcast featuring WPP expert talent. Discussions ranged from the future of media in Web3 to philosophical debates on whether the metaverse exists or not. You can listen to series one of Metaverse and More by scanning the QR code below.

We are building out the Academies curriculum through 2023 to offer our people in-depth understanding of where the industry is moving, across a broad range of digital subject areas.

12k+
enrolments

10k+
lessons completed



Scan to access the Metaverse and More podcast



FUTURE READINESS ACADEMIES



CLIENTS

World-class creative ideas and execution drive client growth

We believe in the power of big ideas and brilliantly executed communications to inspire our clients and grow their businesses. Our creativity, media expertise, unrivalled resources and integrated offer across all marketing disciplines help us deliver transformative outcomes for some of the world's best-known brands.

WORLDWIDE REACH

In 2022, our agencies worked with clients including 307 of the Fortune Global 500, all 30 of the Dow Jones 30 and 60 of the FTSE 100. We saw widespread evidence of clients investing in marketing for growth, with 14 out of our top 30 clients in 2022 showing double-digit growth (versus estimated global advertising industry growth of 6.5%).¹ This was despite the macro challenges, reflecting the priority placed by our clients on their investments in communications, customer experience, commerce, data and technology.

GLOBAL CLIENT LEADERS

It is becoming increasingly important for our clients to be able to access numerous different agencies and capabilities – 90% of our top 50 clients now work with five or more of our agencies. Key to making this work is our talented team of 40 Global Client Leaders, each a highly experienced industry leader who supports our largest clients with their most difficult challenges. Every leader's performance is measured on a simple combination of metrics including cross-WPP collaboration, creativity and client satisfaction, alongside revenue.

In addition, Key Client Leaders provide a single point of contact for the remainder of our top 100 clients, ensuring streamlined access to talent across the WPP portfolio, connecting the dots between agencies and workstreams, and sharing insight from across WPP as we seek to grow our clients' businesses.

INDUSTRY SECTORS

Our broad client portfolio covers all major industries. By sector, we saw continued momentum from clients in the technology, healthcare and pharma and consumer packaged goods sectors, which together represent 55% of our revenue less pass-through costs. These sectors recorded like-for-like growth of 8.6%, 7.0% and 11.9% respectively.

NEW BUSINESS

We continued to win new clients and assignments, with \$5.9 billion of net new business in 2022. Key wins included Audible, Danone, Migros, SC Johnson, Nationwide and Verizon. And we continued to retain key clients, including leading companies such as Sony Playstation, Tesco, Mars Wrigley and MasterKong. However, we operate in a competitive market, resulting in some account losses including PepsiCo and L'Oréal's United States media account.

Following our success in the pitch for The Coca-Cola Company account in 2021, this global partnership of unprecedented scale has been onboarded at pace, with expectations for further growth in 2023.

AWARD-WINNING CLIENT WORK

Creative excellence remains central to our client relationships, and we continue to do our best work with our biggest clients: of Unilever's 18 Cannes Lions awards, 14 were from WPP agencies. Our Grand Prix in the Pharma category at Cannes Lions featured two of our top clients – Dell and Intel – with I Will Always Be Me, and our Titanium Grand Prix was also for a top client – Mondelēz International – with Shah Rukh Khan My Ad for Cadbury Celebrations.

CLIENT SATISFACTION

Client satisfaction, measured by our industry-leading platform Vantage, held strong in 2022, with Likelihood to Recommend consistently scoring 8 out of 10 over the last year.² Vantage also now features a key metric on our ability to deliver world-class creativity for clients. We analyse over 22,000 open-ended verbatim comments from clients a year, and 2022 saw a 15% increase in positive sentiment towards creativity since 2020.

We also 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 10 across 2022
- How well we support our clients' sustainability goals – earning a score of 7.9 across the second half of 2022

We're focused on ensuring every agency and client leader across the WPP network uses Vantage effectively to continually optimise our client relationships. By the end of 2022, agencies across 79 markets were reaping the benefits, with use of our real-time reporting dashboard increasing year-on-year to a high of just over 80,000 visits in 2022.

¹ GroupM, *This Year Next Year: Global End of Year Forecasts*, December 2022

² Includes Kantar, excludes Russia and Smollan

DELIVERING FOR OUR CLIENTS

WPP works with many of the world's most successful companies

TOP 20 CLIENTS

Among our top 20 clients, we have some of the largest firms by market capitalisation



CONSUMER PACKAGED GOODS



TECHNOLOGY



AUTOMOTIVE



HEALTHCARE AND PHARMA



TELECOM, MEDIA & ENTERTAINMENT



NEW BUSINESS WINS AND RETENTIONS

2022 was another strong year for new business wins and retentions across our media and creative businesses



¹ Billings as defined in the Glossary on page 232

I WILL ALWAYS BE ME

The book that banks your voice

OFFER
COMMUNICATIONS, TECHNOLOGY

AGENCY
VMLY&R, US

CLIENT
DELL TECHNOLOGIES, INTEL

Motor neurone disease (MND) is a terminal illness. But before it takes your life, it takes your voice.

Voice banking can help those with MND create a digital copy of their voice, so they can continue sounding like themselves after losing the ability to speak. But voice banking is a demanding task that involves reading a long list of random words – often resulting in a disappointingly robotic voice. Small wonder only 12% of those with MND ever used the technology.

Created by VMLY&R in partnership with Dell Technologies, Intel, the Motor Neurone Disease Association and Rolls-Royce, I Will Always Be Me is a book reading experience that can create a digital voice with just a 30-minute recording.

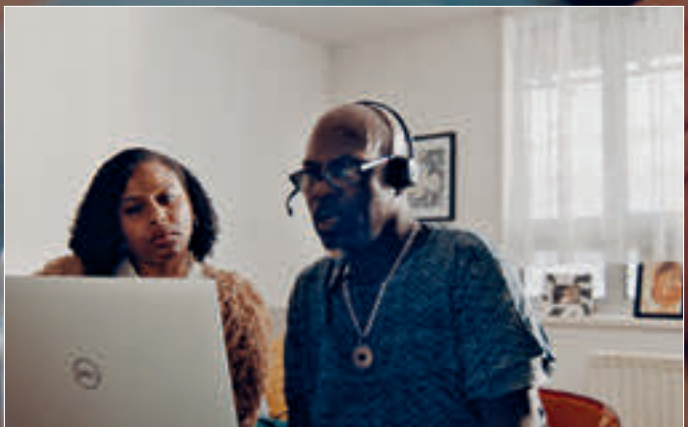
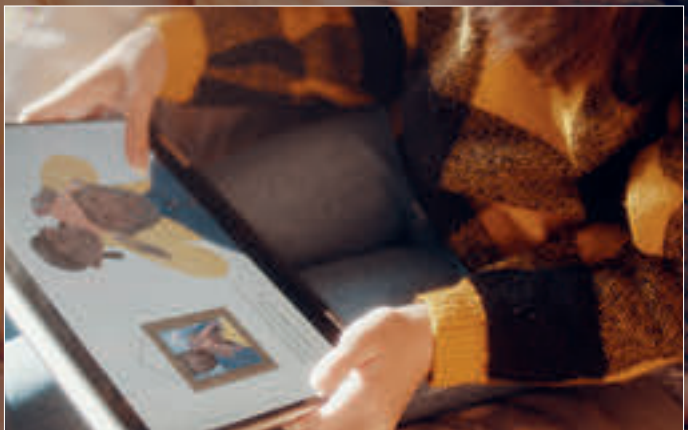
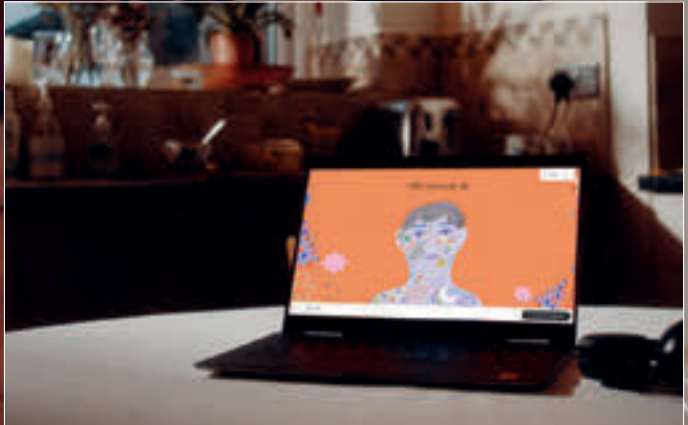
VMLY&R worked with best-selling author Jill Twiss and illustrator Nicholas Stevenson to create a story that contains every sound and syllable needed to accurately bank a person's voice as they read. The story, written in the form of a letter from a person diagnosed with MND to their loved ones, is a touching reminder that the person will always be themselves on the inside, no matter what changes the future may bring.

+50%
growth in people banking their voice in the three months after launch

1.7bn
impressions from PR and earned media

Awards

Cannes Lions Grand Prix, Pharma
Cannes Lions Gold, Brand Experience and Activation





COMPANIES

Making WPP easier to manage and simpler to navigate

Following a series of mergers, business combinations and disposals over the last five years, and the creation of common business platforms, we now have a strong, dynamic portfolio of streamlined agencies providing our clients with a full suite of integrated marketing solutions. This makes it easier for our leaders to manage our operations, and simpler for our clients to access the best of our services.

SIMPLIFYING OUR OFFER

We have taken significant steps to reduce complexity and ensure our clients can access the best resources from across the Company. This includes simplifying 25 different agency networks into five large, integrated networks (GroupM, AKQA, Ogilvy, Wunderman Thompson and VMLY&R), which between them accounted for 80% of revenue less pass-through costs in 2022 (compared to 70% in 2018). These integrated agency models provide clients with simple solutions not only in communications but also in experience, health, ecommerce, data and technology. As part of this process, we have halved the number of individual brands within WPP from over 500 in 2019.

RECENT BUSINESS COMBINATIONS

During 2022 we announced several business combinations that became effective in early 2023, to further simplify our operations.

We formed EssenceMediacom by fusing two strategically complementary agencies – bringing together the digital and data-driven capabilities of Essence with the scaled multichannel audience planning and strategic media expertise of MediaCom. Clients can now leverage an expanded global organisation of 10,000 employees across 120 offices.

Finecast, Xaxis and GroupM Services were brought together to form GroupM Nexus, the world's leading media performance organisation. GroupM Nexus is home to 9,000 talented people around the globe, combining leading media skills, digital services excellence, cutting-edge AI technology and unique scaled partnerships within a new cross-channel performance organisation.

Mindshare's 10,000 media specialists have been integrated with 1,200 digital-first experts at global performance agency Neo, providing clients with a broader range of transformative media services.

Finally, Design Bridge and Superunion have been merged to create Design Bridge and Partners, a world-leading design company.

STRENGTHENING OUR CAPABILITIES

During the year we acquired several new companies to complement our existing agencies and enhance our capabilities in specific markets. These included commerce agency Diff, to boost Wunderman Thompson's commerce and technology ecosystem across North America, bringing

Shopify expertise to our roster of well-established technology partnerships; Corebiz, a leading ecommerce agency, to strengthen the digital commerce capabilities of VMLY&R Commerce in Latin America; marketing technology services agency Bower House Digital, to join Ogilvy's global network and further strengthen its ability to deliver technology-driven marketing solutions for clients; and Village Marketing, an industry leader in influencer marketing and creator-economy partnerships, to join the Wunderman Thompson network.

CROSS-AGENCY WORKING AND COMMON PLATFORMS

During 2022 we continued to enhance our common business platforms, which provide services to all our agencies.

Building on our appointment as The Coca-Cola Company's Global Marketing Network Partner in 2021, we developed WPP Open X in 2022, a bespoke internal team dedicated to the client globally. WPP Open X provides a new integrated agency model, combining our various agencies and capabilities into a single, custom-made entity and point of contact in a simple partnership format, for one of our largest clients.

And following our appointment as strategic communications partner for Swiss retailer Migros Fachmarkt AG, we created Team Connect to bring together talent and expertise from across our agencies in Switzerland, including Ogilvy and Wunderman Thompson. Team Connect also leverages capabilities from other WPP agencies, including integrated production capabilities through Hogarth, retail expertise from Scholz & Friends Commerce in Germany and data specialists from Choreograph.

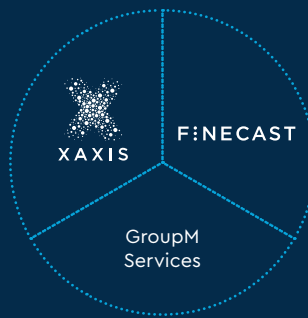
CREATING A SIMPLER OFFER

During 2022 we further simplified our media operations, building on the 2021 formation of our data company, Choreograph, by creating the data-driven and scaled media agency EssenceMediacom and the media performance organisation, GroupM Nexus

essence**mediacom**



group**m** **nexus**



 choreograph



These three organisations form part of GroupM, the world's leading media investment company, responsible for more than \$60 billion in annual media investment



MINDSHARE

Wavemaker

essence**mediacom**

mSix & Partners

group**m** **nexus**

 choreograph

ANTI-LOOK QR CODE

The life-saving QR code design that stops people gawking at accident sites

OFFER
TECHNOLOGY, COMMUNICATIONS

AGENCY
SCHOLZ & FRIENDS (VMLY&R)

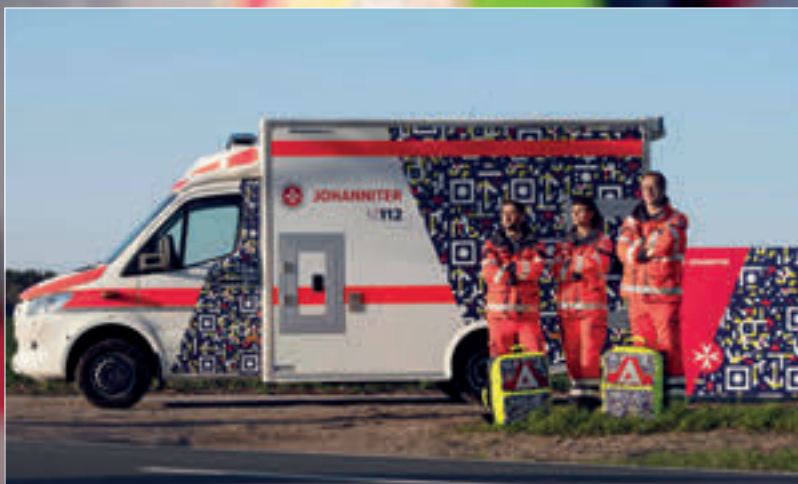
CLIENT
JOHANNITER-UNFALL-HILFE

In Germany, the standard is that an ambulance should arrive within eight minutes of an emergency call. But today, every second emergency response in Germany is delayed. The reason? People filming with their smartphones.

With the omnipresence of digital devices, onlookers have become a huge issue. These 'civilian paparazzi' take photos of victims and impede life-saving rescue operations. Scholz & Friends designed a campaign that turned smartphones from problem into problem-solvers – by developing an innovative digital pattern that functions like a camouflaged QR code.

Ambulances, paramedics' uniforms and equipment have been covered with the digital pattern, with the QR code uniquely adapted to each. When an onlooker tries to capture a rescue operation with their smartphone, a message will pop up on the display – confronting the onlooker with the impact of what they're doing and educating them about proper behaviour at accident scenes.

Today, the design is in use throughout the country via Johanniter-Unfall-Hilfe, one of Germany's largest rescue organisations, with 65,000 employees and 750,000 rescue missions per year. The innovative design will soon be extended to other emergency organisations throughout Europe.



68%
of people consider the idea 'very helpful'

x2
increase in job applications at Johanniter-Unfall-Hilfe

Awards

Epica Grand Prix, London International Awards Grand Prix, Cannes Lions Bronze (Media), Effie Gold



COUNTRIES

Global reach. Local expertise

We continue to strengthen our global reach while leveraging our expertise in local markets – investing in talent, skills and capabilities to deliver transformational work for clients.

GLOBAL STRENGTH

We currently operate in more than 100 countries globally. This gives us a significant presence in the largest markets in the world, such as the United States and the UK, as well as in faster-growing economies such as India and Brazil.

Our five largest markets account for nearly two-thirds of revenue less pass-through costs. During 2022, our overall revenue less pass-through costs growth of 6.9% was underpinned by strong performance in four of these five – the United States, the UK, Germany and India – offset by a slight decline in China, where performance was affected by several Covid-19 lockdowns over the year.

This scale and reach is significant for our large global clients such as The Coca-Cola Company, for whom our work will span their own 200-plus markets and nine geographical operating units.

RUSSIA

After the invasion of Ukraine, we made the decision to discontinue our operations in Russia in March 2022. Later in the year we transferred ownership to local management, providing continuity for our colleagues in the country who had been valued members of WPP.

COUNTRY LEADERS

Our broad global reach is complemented by deep local market expertise. We have 19 Country Leaders worldwide, covering the majority of our larger markets. Country Leaders are responsible for landing WPP's strategy in their local markets, connecting our agencies to deliver growth for clients.

In 2022, we were pleased to welcome five new Country Leaders: Kyoko Matsushita (Japan), Rose Herceg (Australia and New Zealand), Michael Houston (United States), Juan Pedro Moreno (Spain) and Frank-Michael Schmidt (Germany).

CONNECTING RESOURCES

Country Leaders work collaboratively at a local level and globally across the entire WPP network.

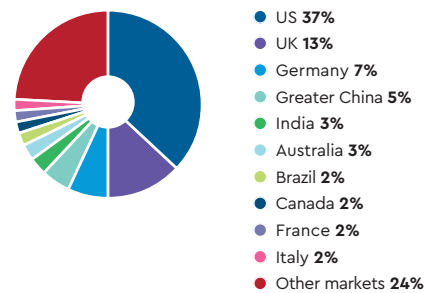
In India, where 70% of our top 30 clients work with more than three WPP agencies, the Country Leader team plays a key role in giving clients the best of WPP, not just individual agency experiences. In 2022 the team helped GroupM India to co-ordinate 110 technical creatives from across WPP to develop close to 80 activations and workshops – all in the metaverse.

For WPP's work with multinational clients, Country Leaders coordinate with both Global Client Leaders and local agencies to support delivery in the market.

CAMPUSES

Campuses are key to building our strengths in individual markets, physically bringing agencies together to facilitate collaboration, fuel creativity, and give clients access to the breadth and depth of WPP talent in one inspiring location.

REVENUE LESS PASS-THROUGH COSTS (2022)¹



In 2022 we added five new campuses in Brussels, Düsseldorf, Santiago, Tokyo and Toronto. Early in 2023 we opened a further campus in Guangzhou, China, taking the total to 37. We plan to have opened more than 65 campuses by 2025.

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 brings our agency networks together under one roof.

DELIVERING FOR COMMUNITIES

Supporting local communities is central to our purpose across the globe. In 2022, the WPP India Foundation was announced as CSR Foundation of the Year at the CSR Impact Awards, having provided over 15,000 underprivileged local children with education, training and social support since 2015. In Australia, we joined the Reconciliation Action Plan programme in support of Aboriginal and Torres Strait Islander peoples, and were named one of the most inclusive employers in the country.

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

¹ Please see Glossary on page 232 for definitions

COUNTRIES IN ACTION

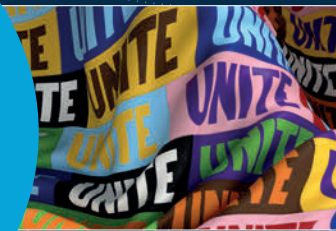
We combine our global reach with local expertise to drive growth for clients, while supporting our people and the communities in which we operate – below are some highlights from 2022

INDIA, AUSTRALIA AND NEW ZEALAND Commitment to inclusion

WPP Unite, which celebrates our LGBTQ+ community, expanded from the UK and US to India, Australia and New Zealand

5

countries with Unite groups



GERMANY Investing in our workspaces

We opened our campus in Düsseldorf, encouraging closer collaboration and creativity

2,500

people based in new campus

PEOPLE



CAMPUSES



WPP

ACQUISITIONS



CLIENTS



BRAZIL Strengthening our commerce capabilities

We acquired Corebiz, a leading Latin American ecommerce agency

600

employees

corebiz.



INDIA Innovative AI solutions

Our data-driven campaign for Cadbury (Mondelēz) with Bollywood legend Shah Rukh Khan won an 'industry Oscar'

1

Titanium
Cannes Lion



SPEAKING IN COLOUR

Unlock a world of colour using only your voice

OFFER
EXPERIENCE, TECHNOLOGY

AGENCY
WUNDERMAN THOMPSON, USA

CLIENT
SHERWIN-WILLIAMS COIL COATINGS

The human eye can detect over one million colours, and yet colour is more than what we see. Colour is informed by our unique experiences and means something different to everyone.

So how do you find that one colour that's as unique as you are, that you and only you can see?

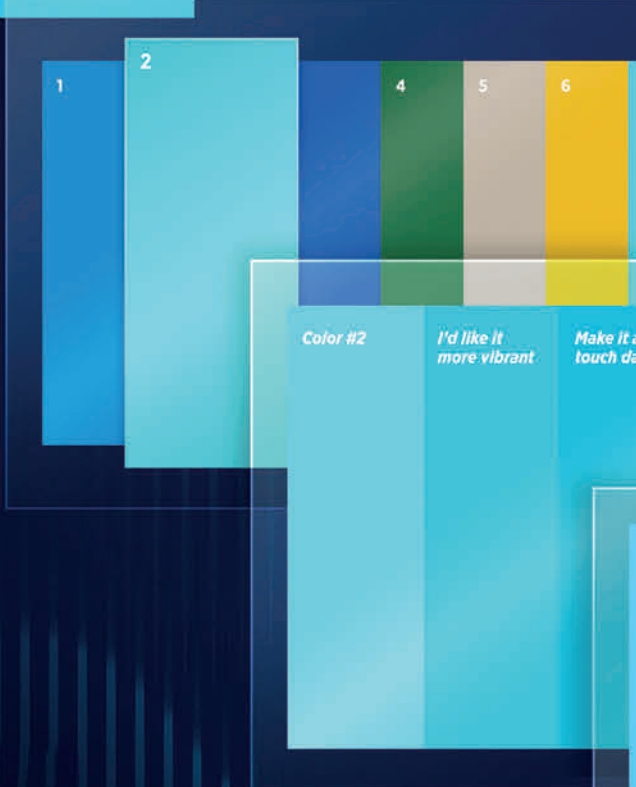
To answer this question, Wunderman Thompson designed Speaking in Colour – the first-ever AI voice-controlled tool that produces colours based on human inspiration. Users say a word or phrase and Speaking in Colour instantly analyses millions of images through a search algorithm and optical recognition to create a personalised colour palette.

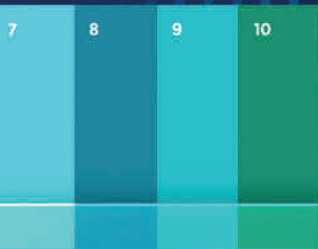
For example, you can describe 'crystal clear Caribbean ocean', and fine-tune it to your custom colour palette by inputting 'more turquoise' or 'dappled sun' to find the hue that fits your vision.

The campaign is providing insights into the cultural and geographical influences of individual hues to create the largest data set of colour attribution in the world.

Awards

Cannes Grand Prix & Silver, Creative B2B





*Let's blend in
a bit more blue*



**Crystal Clear
Caribbean Water**

