

SUSTAINABILITY

Creativity can address some of the world's biggest issues

WPP's purpose – to use the power of creativity to build better futures for our people, planet, clients and communities – helps us focus on the wider impact we have on the world around us

Our industry connects with many of the most urgent issues we face as a society – diversity, racial equity, privacy, data ethics and, of course, climate change. What we do and the judgements we make are critically important. Tackling these issues is no longer just a 'nice to have'. It is integral to how we do business.

As one of the major players in our industry, we can use our scale to help bring about change. That's why we set strong, time-bound targets to reach net zero both within our organisation and throughout our supply chain. It's a big task, but we firmly believe it's possible.

It's also why, in 2022, GroupM launched its media decarbonisation programme, advocating for standardised emissions measurement across the industry (see page 76). This is a vital first step to tackling 50% of our supply chain carbon footprint.

Our campuses are built to high sustainability standards, where everything from the type of flooring materials used to encouraging wildlife at each site is carefully considered.

We aim to use our creativity for good, delivering work that makes sustainable lifestyles more desirable and seeks to solve some of society's most pressing issues. In 2022 we produced £9.6 million worth of pro bono work for a variety of causes including environmental issues, LGBTQ+ equality and women's rights.

We also explored the unprecedented potential within AI and new technology to produce never-before-seen solutions for health and wellbeing, and to support underrepresented communities.

By putting in place strong DE&I policies and programmes that create spaces and opportunities for people and communities who are too often overlooked, we can create engaged, diverse, vibrant workplaces to attract the people who will help drive our agenda forward.

That way, we can work together to create the fairer, more sustainable future we all want to see.

MORNING AFTER ISLAND

Fighting the clampdown on women's rights

OFFER
COMMUNICATIONS

AGENCY
OGILVY, HONDURAS

CLIENT
GRUPO ESTRATÉGICO PAE

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

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

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



1
law changed

2m
signatures to repeal the ban

269m
organic impressions

Awards
Cannes Lions Gold, Health & Wellness



SUSTAINABILITY AND OUR STRATEGY

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

It supports all elements of our corporate strategy (see table, page 69).

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

WPP IS THE CREATIVE TRANSFORMATION COMPANY

COMMS 

EXPERIENCE 

COMMERCE 

TECH 

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













DELIVERED THROUGH OUR SUSTAINABILITY STRATEGY

ENSURING TRUST, FAIRNESS AND GOVERNANCE

DRIVING DIVERSITY, EQUITY AND INCLUSION

ACCELERATING THE SUSTAINABLE ECONOMY

GOALS AND METRICS

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

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

STRATEGIC ELEMENT	SUSTAINABILITY STRATEGY		
VISION & OFFER	SUSTAINABILITY AT THE HEART OF OUR OFFER FOR CLIENTS A growing number of clients are embracing inclusion, diversity and sustainability and looking to articulate the purpose and impact of their brands. They look for partners who share their sustainability values and aspirations.	Our commitment to responsible and sustainable business practices helps us to broaden and deepen these partnerships, and to meet the growing expectations and sustainability requirements in client procurement processes.	Clients, see page 77 Transparency and trust, see page 81
	CREATIVITY	SOCIAL INVESTMENT Our pro bono work can make a significant difference to charities and NGOs, enabling our partners to raise awareness and funds, recruit members and achieve campaign objectives.	Pro bono work benefits our business too, providing rewarding creative opportunities for our people that often result in award-winning campaigns that raise the profile of our agencies.
	DIVERSE, EQUITABLE AND INCLUSIVE TEAMS Diversity and difference power creativity. We foster an inclusive culture across WPP: one that is equitable and respectful of diverse thoughts and individual expression.	We want all of our people to feel valued and able to fulfil their potential, regardless of background, lived experience, sex, gender, race and ethnicity, thinking style, sexual orientation, age, religion, disability, family status and so much more.	People, see pages 70-72
DATA & TECHNOLOGY	DATA ETHICS AND PRIVACY Data – including consumer data – can play an essential role in our work for clients. Data security and privacy are increasingly high-profile topics for regulators, consumers and our clients.	We have a responsibility to look after this data carefully, to collect data only when needed and with consent where required, and to store and transfer data securely.	Data ethics, privacy, and security, see page 84
SIMPLER STRUCTURE	CAMPUSES Our work to simplify our structure and consolidate our office space is driving a positive impact on our energy use and carbon footprint. We continue to move employees into campuses, closing multiple smaller sites and replacing them with fewer, larger, more efficient buildings that	offer modern, world-class workspaces. By 2025, we expect 85,000 of our people will work in at least 65 net zero campuses powered by renewable electricity.	Planet, see pages 74 and 75
PEOPLE & CULTURE	SHARED VALUES ACROSS OUR BUSINESS AND SUPPLY CHAIN Strong employment policies, investment in skills and inclusive working practices help us recruit, motivate and develop the talented people we need to serve our clients in all disciplines across our locations.	Selecting suppliers and partners who adopt standards consistent with our own can reduce costs, improve efficiency and protect our reputation.	People, see pages 70-72 Supply network, see page 83

PEOPLE



We aim to create a stimulating place of work where everyone feels supported, involved and encouraged to be their best. People make WPP, and here's why

HELPING OUR PEOPLE TO PLAY THEIR PART

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


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

DIVERSITY, EQUITY AND INCLUSION

We strive to create fair, inclusive places to work across WPP globally. We put in place policies to prioritise fairness and equity, with the aim of building a culture in which our people have the opportunity to thrive and differences are celebrated.

Our Code of Business Conduct sets out our commitment to select and promote our people without discrimination or concern for factors such as sex, gender, race and ethnicity, sexual orientation, age, religion, disability or family status. This Code applies to all our people.

GENDER BALANCE

We aim to reach gender parity at all levels of our business. Over half (54%) of our senior managers are women (2021: 52%). The proportion of women in executive leadership roles¹ is 40% (2021: 39%). The proportion of women on the Executive Committee increased to 40% , compared to 35% in the previous year. At Board level, the proportion of women is 38% (2021: 43%). When Joanne Wilson succeeds John Rogers as CFO following the announcement of the Company's 2023 First Quarter Trading

Update, the proportion of women on the Board will be 46%. However, our ambition for Board gender diversity remains to reach parity. We are proud to have been named in the Bloomberg Gender-Equality Index for the fifth year in a row.

We are a committed signatory of the Women's Empowerment Principles, a guide for businesses on how to empower women in the workplace, marketplace and community.

i To read about our work with UN Women, see page 79

LGBTQ+

WPP Unite celebrates our Company-wide LGBTQ+ community. In 2022 the community launched in India, and Australia and New Zealand. Unite advises on policies that impact on LGBTQ+ talent across WPP and our agencies to ensure diverse thinking and creativity thrive within WPP's workplaces and within our work.

In 2022, Unite consulted on WPP's Reality Flag campaign with the Human Rights Campaign, which was awarded the Most Effective Integrated Marketing Campaign at The Drum Awards. A cross-agency collaboration between VMLY&R, BCW, Wavemaker, Hogarth and Unite, the campaign is designed to rally public support for The Equality Act, landmark federal legislation that would guarantee explicit and consistent non-discrimination protections for LGBTQ+ people in key areas of life across the United States.

In 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.

ETHNICITY

As part of our commitments to advance racial equity, we began publishing our workforce diversity data in the United States and UK in 2020.



For information on our workforce diversity data, see our 2022 Sustainability Report

DISABILITY

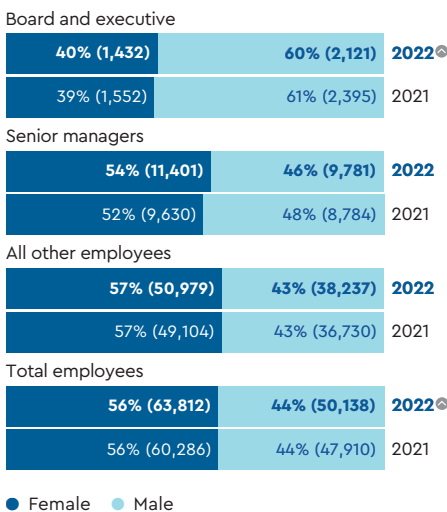
With more than one billion people worldwide estimated to experience disability,² designing for accessibility and inclusion is not only the right thing to do, it helps create better products for everyone. WPP is a proud member of The Valuable 500, a global business collective made up of 500 CEOs and their companies, innovating together for disability inclusion. As part of our commitment, we established a centre of excellence for inclusive design to help our clients make their customer experiences disability-inclusive and accessible.

We recruit, select and promote our people on the basis of their qualifications, relevant experience and merit, without discrimination or concern for disability. Candidates are assessed objectively against the requirements of the job, taking account of any reasonable adjustments that may be required for candidates with a disability. For people who develop a disability during their employment, we make adjustments to their working environment or other employment arrangements wherever possible, within a reasonable time frame and in consultation with the employee.

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

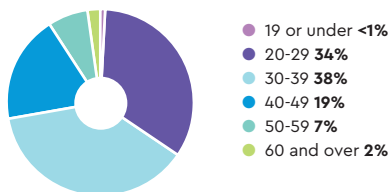
² World Bank, *Disability Inclusion Overview*, April 2022

GENDER DIVERSITY



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

AGE DIVERSITY



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

LISTENING AND ENGAGING

In 2022 we launched the refreshed All In staff survey to help us listen to our people and continue to create a culture that is inclusive and empowering to all. Two-thirds of employees took part, with 'belonging' and 'feeling valued' coming out as two of the top reasons for working for WPP.

We continue to build on new ways to connect. Our virtual global CEO townhall series, where Mark Read and WPP leaders discuss issues important to our colleagues, had an average 5,900 participants tuning in, up 40% from the year before. We kicked off 2023 with a sustainability-focused townhall which attracted an audience of over 8,500.

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.

We continue to move our people into modern, more energy-efficient and dynamic workspaces that facilitate learning, encourage creative collaboration, and give clients access to the breadth and depth of WPP talent in one inspiring location.

By 2025, we will have at least 65 net zero campuses running on electricity from renewable sources. Our strategy also focuses on repurposing old, iconic buildings where we reuse as much of the structure and fittings as we can to retain embodied carbon and limit impact.

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

SUSTAINABILITY ENGAGEMENT

So our employees can fully engage in our commitment to reach net zero, in 2022 we:

- Launched a new Green Claims Guide and associated training to help equip people with principles and practical tips for making effective environmental claims and avoiding misleading the public
- Rolled out sustainability fundamentals training in GroupM across the UK, which in 2023 will be accessible to all employees across WPP
- Delivered tailored sustainability reporting training for finance and risk teams
- Partnered with Google Cloud to run sustainability training for IT teams
- Rolled out targeted tools and resources to eliminate single-use plastics across our offices (see page 75)

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

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

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

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

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

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

HEALTH, SAFETY AND WELLBEING

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

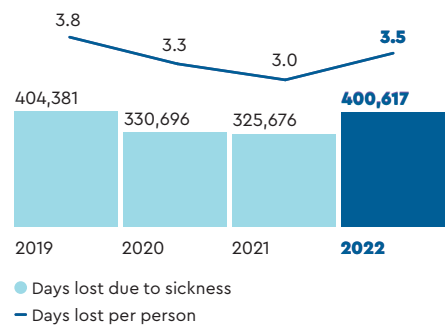
We are committed to creating mentally healthy workplaces. In 2022 we became a founding member of the Global Business Collaboration for Better Workplace Mental Health, the first global business-led initiative designed to advocate for – and accelerate – positive change for mental health in the workplace.

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

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

Our Employee Assistance Programme covers all our people around the world, and is designed to help employees manage and prevent challenges so they can stay healthy in their work and personal life. The programme is a 24/7 service for employees and eligible family members that provides access to free confidential counselling and support, as well as resources on topics such as managing stress, dealing with loss and referrals to local financial or legal help.

DAYS LOST DUE TO SICKNESS



LABOUR RELATIONS

We support the rights of our people to join trade unions and to bargain collectively, although trade union membership is not particularly widespread in our industry.

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

We have made around 3,300 redundancies, largely as part of our transformation programme and as we merged and restructured some agencies. We consulted with our employees as appropriate and supported affected people through our Employee Assistance Programme which includes outplacement in appropriate cases. Through our internal talent marketplace we try to ensure any open roles are filled by employees who have the right skills before recruiting for those roles externally.



ZOTERIA

A digital solution that raises awareness of LGBTQ+ hate crime

OFFER
TECHNOLOGY

AGENCY
POTATO (AKQA)

CLIENT
VODAFONE FOUNDATION

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

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

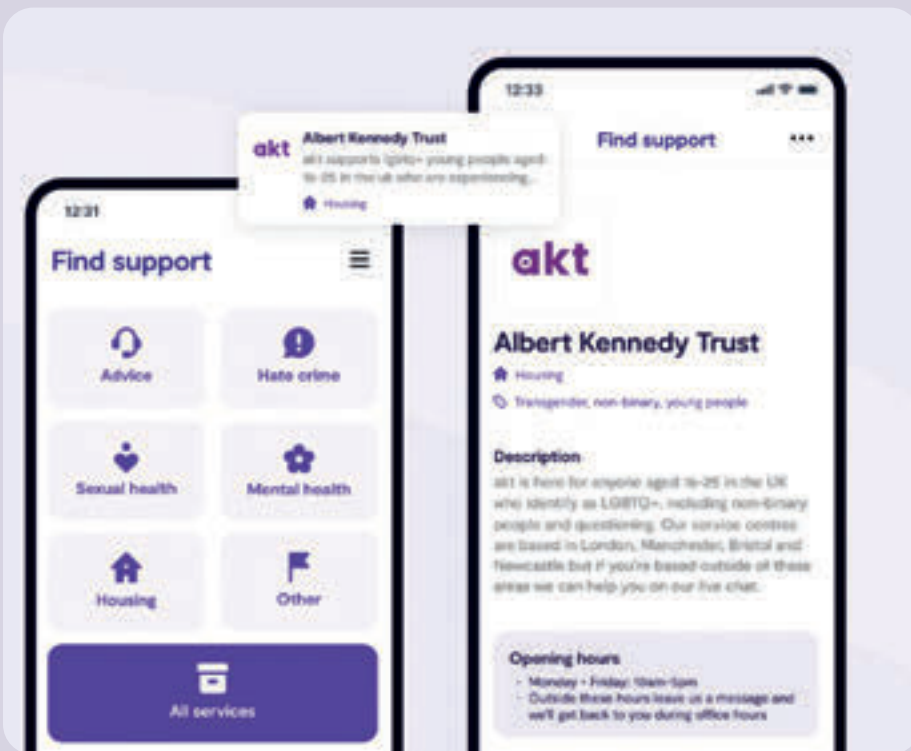
Zoteria will also be able to provide a far more accurate view of the extent of hate crimes across the UK. Anonymised data will be available to local authorities so they can better understand the issue within their region and put in place strategies to address it.

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

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



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



PLANET



It is everyone's responsibility to help tackle the climate crisis

Our planet needs everyone, everywhere to take the climate crisis seriously. The public demands it, our clients demand it and we demand it of ourselves. As one of the world's biggest marketing services companies, we are committed to driving positive change across the industry and beyond.

OUR CLIMATE STRATEGY

In 2021, we set near-term science-based targets and committed to reach net zero across our own operations (Scope 1 and 2) by 2025, and our supply chain (Scope 3) by 2030. These targets include emissions from media buying (more than half of our total footprint) – an industry first. Read about our 2022 performance in the charts on page 75.

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

Collaboration with clients and suppliers is critical to delivering against our targets and promoting low-carbon and regenerative living at the scale needed to address the climate crisis. Of our 50 largest clients, 78% have set or are committed to setting science-based reduction targets through the Science Based Targets initiative (SBTi), up from 62% in 2021. These clients look to us to help them find and scale solutions (for an example, see page 78). Through GroupM, we are working with industry trade bodies to agree a consistent and transparent methodology for calculating emissions from media placement (see page 76 for more).

In 2022 we launched a new Green Claims Guide, supported by training sessions, to help equip our people with principles and practical tips for making fair and accurate environmental claims and avoiding misleading the public (see page 77).

REDUCING SCOPE 1 EMISSIONS

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

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

Company cars accounted for 64% of our Scope 1 emissions. We aim to reduce emissions by shifting company cars to electric and hybrid vehicles in all markets where infrastructure makes it feasible to do so. In 2022, 30% of centrally leased company cars were electric or hybrid vehicles, compared to 24% in the prior year.

REDUCING SCOPE 2 EMISSIONS

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

WPP is a member of RE100, the global corporate renewable energy initiative, and we have committed to sourcing 100% of our electricity from renewable sources by 2025. In 2022, we bought 83% of our electricity from renewable sources (2021: 74%).

REDUCING SCOPE 3 EMISSIONS

Our supply chain makes up the overwhelming majority (98%) of our total emissions.¹ We aim to halve our Scope 3 emissions by 2030 (2019 baseline year).

MEDIA DECARBONISATION

With over \$60 billion in advertising placed annually on behalf of clients, WPP is the world's largest investor in media advertising. As the first company to account for media emissions (more than half our supply chain emissions)¹ in our science-based reduction targets, WPP and GroupM are rapidly identifying risks and opportunities to support the industry and our clients to reduce emissions in this highly complex space.

In 2022, GroupM developed and released a methodology for calculating emissions from media and launched a coalition of leading advertisers – representing \$10 billion in global advertising investment – with a commitment to advocate for shared industry standards and accelerate the decarbonisation of the world's media supply chain. In February 2023, we launched a new media omnichannel carbon calculator for clients, enabling clients for the first time to factor channel-level carbon emissions data into their media planning (see page 76).

¹ Data from 2019 baseline

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

WPP IS A PROUD SIGNATORY TO BOTH THE UN GLOBAL COMPACT'S BUSINESS AMBITION FOR 1.5°C, WHICH AIMS TO GALVANISE BUSINESS SUPPORT FOR STRONG CLIMATE ACTION, AND THE UNFCCC'S RACE TO ZERO CAMPAIGN

TARGETS AND COMMITMENTS

84%

absolute Scope 1 and 2 greenhouse gas (GHG) emissions reduction by 2025 from a 2019 base year²

50%

absolute Scope 3 GHG emissions reduction by 2030 from a 2019 base year,² including media buying – an industry first

Net zero

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

100%

electricity from renewable sources by 2025

PRODUCTION

The carbon emissions generated by the production of the films and other content we create on behalf of clients are responsible for 14% of our supply chain carbon footprint.¹ Hogarth, our production agency, continues to develop virtual production capabilities, partnering with key industry innovators to create a compelling alternative to traditional production methods.

TECHNOLOGY

The technology we use – from data centres to the emails we send – generates 6% of our Scope 3 footprint.¹ As we increase our use of cloud infrastructure, powered by renewable electricity, we will reduce our energy consumption and our carbon emissions, as well as drive down waste.

AIR TRAVEL

Business travel accounts for around 3% of our supply chain carbon footprint.¹ To offset the resulting emissions, we have been purchasing high-quality carbon credits since 2007, which are charged to each of our agencies to create an internal carbon cost.

OFFSETTING

The first step to limiting emissions must always be to reduce the total footprint of any product or service as far as possible. Our Environment Policy, introduced in 2022, sets out how we manage the cost and quality of the carbon credits we buy to offset emissions we cannot avoid.

CIRCULAR ECONOMY

Moving from a 'take-make-dispose' economy to a circular economy where waste is eliminated, resources are circulated and nature is regenerated could create \$4.5 trillion in annual economic output by 2030. WPP can contribute to this transition through the work we do for our clients (see example on page 78).

Within our own operations, we remain committed to phasing out plastics that cannot be reused, recycled or composted across our campuses and offices worldwide. In 2022, as office occupancy increased, we redoubled our efforts. All campuses completed a plastics audit, looking at what they buy and how they dispose of plastics. At year-end all campuses had plastic recycling facilities in place. But we still have work to do. In 2023, with sponsorship from our agency Chief Finance Officers, we will continue to drive progress beyond our campuses and across all products purchased by our agencies.

DATA QUALITY

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

We are working to include the portion of unassured Scope 1 data relating to locally managed company cars, and the proportion of unassured locally managed air travel emissions data, in scope for limited external assurance in future years. As we refine our methodologies and improve data quality, we will apply these to prior years and restate data if a material gap is identified.

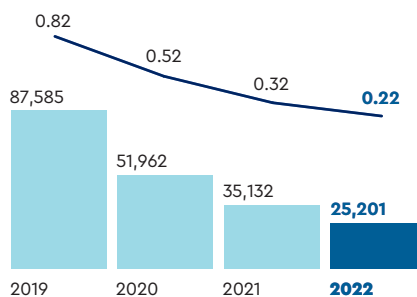
From production to media investment, we support the development of more robust protocols to measure emissions across the industry.



For more information, see the planet section of our 2022 Sustainability Report

2022 PERFORMANCE

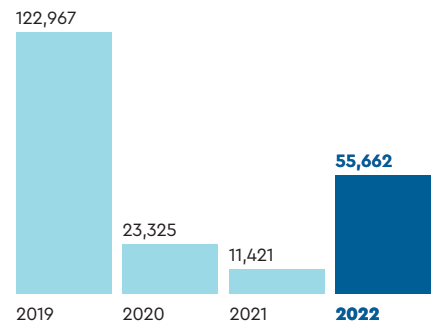
MARKET BASED SCOPE 1 AND 2 CARBON EMISSIONS PROGRESS



● Scope 1 and 2 (tCO₂e)
— Scope 1 and 2 per person (tCO₂e/person)

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

CARBON EMISSIONS FROM AIR TRAVEL TONNES CO₂e EMISSIONS



¹ Data from 2019 baseline
² Target verified by SBTi in line with ambition to limit climate change to 1.5°C from pre-industrial levels

CALCULATING MEDIA EMISSIONS

Decarbonising the media industry

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

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

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

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



Scan to access the research



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

Christian Juhl
Chief Executive Officer, GroupM



CLIENTS



From strategy and consulting to delivery and flawless execution, we offer dynamic support and expertise to help clients meet their sustainability and diversity, equity and inclusion goals

WORK WITH IMPACT

Businesses and consumers alike are feeling the effects of inflation, climate change, geopolitical uncertainty and rising social inequality. Businesses are looking for solutions that unlock growth, while also addressing their environmental and social impact.

As the creative transformation company, we want to help our clients and society find and scale these solutions through work that is creative, credible and actionable.

Our Sustainability Playbook, updated in 2022, showcases the diversity of our sustainability capability and innovative work (see the clients chapter in our 2022 Sustainability Report).

WPP is a founding member of the #ChangeTheBrief Alliance, which scales an initiative that originated at Mindshare and aims to harness the creative power of our industry to promote more sustainable choices and behaviours.

AN OPEN AND INCLUSIVE FUTURE

People are complex and intersectional, and so are their needs. How we communicate with people depends upon how they define themselves.

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

In 2022, we launched the Consumer Equality Equation report, exploring the relationship between ethnicity and the consumer experience in the UK. And Unite, WPP's company-wide LGBTQ+ community, partnered with Choreograph to publish

Beyond the Rainbow, a survey of over 7,500 people in the United States, UK and Canada that provides data on how queer communities view themselves as depicted in advertising and marketing.

ACTING ETHICALLY AND WITH INTEGRITY

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

We will not undertake work that is intended or designed to mislead or deceive. We work hard to maintain strong compliance in areas such as ethics, human rights, privacy and data security. All of this is covered in our Code of Business Conduct and in our mandatory online ethics training.

We require that all work our agencies produce for clients complies with all relevant legal requirements, codes of practice and marketing standards. Our agencies have policies and processes to mitigate against online advertising appearing on sites with illegal, illicit or unsuitable content.

There are occasional complaints made about campaigns we have worked on, and some of these are upheld by marketing standards authorities. Our agencies take action where needed to prevent a recurrence.

ENVIRONMENTAL CLAIMS

Regulators and the general public are holding environmental claims made by businesses and brands to ever-higher standards of fairness and objectivity. This means it is more important than ever that any claims we make on behalf of clients are authentic, material and matched by real action.

In 2022 we launched a Green Claims Guide, informed by guidance from regulators such as the UK Competition & Markets Authority and US Federal Trade Commission, and underpinned by legal compliance advice. The guide is designed to equip our people with principles and practical tips for making effective green claims that are not misleading in any way.

ACCEPTING NEW ASSIGNMENTS

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

During the year we put in place a revised Assignment Acceptance Policy and Framework that WPP subsidiaries need to follow when taking on new business. This applies to all client sectors and provides guidance to our leaders and people about how to conduct additional due diligence in relation to clients and any work they are asked to undertake. It requires various categories of work to be considered by our agencies' risk committees or escalated to WPP for review.

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



For more information, see the planet section of our 2022 Sustainability Report

HELLMANN'S: COOK CLEVER, WASTE LESS

Say no to waste and yes to taste

OFFER
COMMUNICATIONS

AGENCY
MINDSHARE, UK

CLIENT
HELLMANN'S (UNILEVER)



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

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

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

500%
increase in traffic
to Hellmann's website

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

40k+
recipe books
downloaded

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



COMMUNITIES



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

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

AMPLIFYING VOICES

We can help amplify the impact of charities and non-governmental organisations by providing marketing and creative services, often on a pro bono basis (for little or no fee).

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

IMPACT THROUGH COLLABORATION

We can scale our impact through multi-stakeholder alliances. Common Ground is a collaboration between the world's six largest advertising groups and the United Nations, created to support the SDGs. WPP's focus is on gender equality (SDG 5).

As a founding member of the Unstereotype Alliance, we partner with UN Women to work towards eradicating harmful stereotypes from all advertising and media, and to drive positive social change. In 2022 we engaged locally in Australia, Brazil, India, Kenya, South Africa, Turkey and the UK.



Read the Consumer Equality Equation report

And we shared insights and data with the global network on issues including body autonomy and the Consumer Equality Equation, a study into the relationship between ethnicity and the consumer experience in the UK.

ADVANCING RACIAL EQUITY

In June 2020, we committed to invest \$30 million over three years in initiatives to advance racial equity. Since then, we have committed \$16.2 million to inclusion programmes. This does not include amounts invested in 2022, which we intend to report later in the year.

We aim to fund initiatives that will deliver immediate results while also laying the foundation for meaningful and sustainable change. We held two funding rounds in 2022. Applicants were assessed for their commitment to advance racial equity, measurable impact on a specified target audience, and sustainable design.

ACTION IN LOCAL COMMUNITIES

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

The WPP India Foundation was named CSR Foundation of the Year, having supported over 15,000 underprivileged 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 of Creativity to launch the One School, designed to support Black British creatives entering the industry.

EMPLOYEE GIVING AND VOLUNTEERING

Our people around the world donated \$670,000, which WPP matched, to the UNHCR appeal to support those forced to flee their homes in Ukraine. We continue to partner with the UNHCR to run employee match-funding appeals for disaster relief.

We also encourage our people to volunteer their time. In France we launched We Care & We Act, a new volunteering programme to match employee talent, skills and interests with requests for volunteer support.

VMLY&R gave more than 13,000 employees the opportunity to support causes and non-profit organisations of their choice when the agency closed its offices around the world on 29 September to mark its Foundation Day.

WHAT WE GAVE IN 2022

Our pro bono work was worth £9.6 million (2021: £7.6 million) for clients including UN Women. We also made cash donations to charities of £5.2 million (2021: £4.8 million). This resulted in a total social investment of £14.8 million (2021: £12.4 million), equivalent to 1.3% of headline profit before tax (2021: 0.9%).

WPP media agencies negotiated free media space worth £20.8 million on behalf of pro bono clients (2021: £17.3 million). Our total social contribution, taking into account cash donations, inclusion programmes, pro bono work, in kind contributions and free media space, was £35.5 million (2021: £41.0 million).



For more information, see the communities section of our 2022 Sustainability Report

THE KILLER PACK

A pack that kills mosquito larvae at source

OFFER
EXPERIENCE

AGENCY
VMLY&R, INDIA

CLIENT
MAXX FLASH

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

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

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

61%
average reduction in dengue-causing larvae where distributed

Awards
Cannes Lion Grand Prix, Health & Wellness



TRANSPARENCY AND TRUST



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

OUR CODE OF BUSINESS CONDUCT

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

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

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

Our people are required to take our online ethics training promptly upon joining and then on an annual basis thereafter. Topics include diversity, human rights, conflicts of interest and avoiding misleading work. For the training period ending in 2022, more than 130,000 employees, freelancers and contractors completed the training.

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

Part of WPP's Code of Business Conduct is making sure that our people have the confidence to speak up and know how to raise concerns through various channels without fear of retaliation. Our approach to this is described under Whistleblowing on page 88.

MANAGEMENT AND COMPLIANCE

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

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

Every report received from a whistleblower is investigated and reported into the Audit Committee by WPP's business integrity function (see page 88). In general, there has been a steady increase in the number of reports received over the past few years, though they fell year-on-year in 2022. In 2020 and 2021 there were particular spikes reflecting concerns connected with Covid-19 and lockdowns. In 2022, a total of 372 reports were received from whistleblowers (2021: 494; 2020: 408; 2019: 361), 328 of which were through the Right to Speak hotline. The most commonly raised concerns were about respect in the workplace and protection of WPP's assets.

ASSOCIATES, AFFILIATES AND ACQUISITIONS

We expect associate companies (those in which we hold a minority stake) and affiliate companies (preferred partners to whom we may refer business) to adopt ethical standards that are consistent with our own.

Our due diligence process for acquisitions and expansion into new markets includes a review of ethical risks including those relating to bribery and corruption, human rights or ethical issues associated with client work.

We identify any specific human rights risks associated with different countries of operation, using sources such as the Transparency International Corruption Index, Human Rights Watch country reports and government guidance.

Acquired businesses must adopt our policies and their people must undertake our ethics training within a month of joining WPP. This is agreed in an integration plan before the acquisition is finalised, and we monitor progress.

INSTITUTE OF BUSINESS ETHICS

WPP is a member of the Institute of Business Ethics (IBE) and considers it an important partner and support for the approach that the Company takes to business integrity, sustainability and ethics. As set out more fully in the Risk Governance Framework on page 86 and Business Integrity Programme on page 87, we want to champion and facilitate a culture where our people feel that acting with honesty and integrity is an expected metric for success and this is also the IBE's ethos.

The IBE shares knowledge and good practice as well as advice on the development and embedding of relevant policies through networking events, regular publications and training sessions, research and benchmarking reports. The IBE is a registered charity funded by corporate and individual donations.

PUBLIC POLICY



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

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

Our companies engaged in public affairs include BCW, FGS Global and Hill+Knowlton Strategies. The majority of their work takes place in the United States, the UK and the EU, although many clients are multinational businesses operating in many countries.

OUR STANDARDS

Our Code of Business Conduct and Political Activities and Engagement Policy govern our political activities, and both are available on our website. These documents commit us to acting ethically in all aspects of our business, and to maintaining the highest standards of honesty and integrity. Political activities in particular should be conducted legally, ethically and transparently and all related communication should be honest, factual and accurate. Our policies apply to all agencies and employees at all levels.

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

WPP agencies comply with all applicable laws and regulations governing the disclosure of public affairs activities. In the United States, this includes the Lobby Disclosure Act and the Foreign Agent Registration Act, which are designed to achieve transparency on client representation and require lobbying firms to register the names of clients on whose behalf they contact legislators or executive branch personnel. A number of our agencies are listed on the EU Transparency Register of lobbying activities. Our agencies in the United States whose sole or primary business is lobbying have representatives of both major political parties among senior management.

We will not undertake work that is intended to mislead, and always seek to identify the underlying client before taking on work. In 2022, we introduced the Assignment Acceptance Policy and Framework and the Green Claims Guide to provide further guidance to our leaders and people about how to conduct additional due diligence in relation to clients and any work we are asked to undertake.

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

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

LOBBYING AND POLITICAL ADVOCACY

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

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

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

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

POLITICAL CONTRIBUTIONS

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

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

POLITICAL ACTION COMMITTEES

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

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

MEMBERSHIP OF TRADE ASSOCIATIONS

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

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

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

In our markets, our agencies are often members of local advertising, PR, public affairs and market research industry associations, as well as national chambers of commerce and business councils.

SUPPLY NETWORK



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

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

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

RISK ASSESSMENT

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

SUPPLIER SELECTION

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

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

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

SUPPLIER DIVERSITY

We are committed to including Certified Diverse Suppliers (CDS) in our purchasing lifecycle, both internally and for the benefit of our clients.

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

Through the Global Supplier Diversity Alliance, with memberships in Australia, the UK and the United States, we have access to global directories of CDS, so we can actively search and include them in our RFPs and client tender responses. Through the UK chapter we sponsor the UK's first integrated supply chain accelerator programme to help minority-owned businesses become supply-chain ready.

GroupM's media inclusion initiative aims to direct investment in, and create opportunities for, diverse media companies and content creators with an initial focus on Black-owned media in the United States.

HUMAN RIGHTS

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

WPP agencies must comply with our Human Rights Policy Statement which reflects international standards and principles, including the International Bill of Human Rights, the UN Guiding Principles on Business and Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work and the Children's Rights and Business Principles.

We are a member of the United Nations Global Compact and report progress against its ten principles annually. We are also a committed signatory of the Women's Empowerment Principles, a guide for businesses on how to empower women in the workplace, marketplace and community.

Our most direct impact on human rights is as a major employer. We recognise the rights of our people, including those relating to freedom of association and collective bargaining, and we do not tolerate harassment or any form of forced, compulsory or child labour. Human rights are included in the mandatory ethics training completed on joining and then annually by all employees.

We work with clients to manage any human rights risks from marketing campaigns, for example by protecting children's rights in relation to marketing. We will not undertake work that is intended to mislead on human rights or any other issue.

MODERN SLAVERY

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

WPP recognises the prevalence of modern slavery across all countries. We aim to implement appropriate measures to mitigate the risk of it occurring, either in our own operations or those of our partners.

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

1 Read more at wpp.com/sustainability/policies-and-resources

¹ We define Certified Diverse Suppliers as minority-owned, women-owned, veteran-owned, LGBTQ-owned, service disabled veteran-owned, historically underutilised businesses and small businesses

DATA ETHICS, PRIVACY AND SECURITY



INFORMING OUR PEOPLE

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

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

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

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

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

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

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



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

SUPPORTING CLIENTS

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

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

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

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

DEVELOPING FUTURE TALENT

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

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

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

PRIVACY AND SECURITY

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

- The WPP Risk Subcommittee is responsible for reviewing and monitoring the Group's data ethics, privacy and security risk, as well as its approach to regulatory and legal compliance in relation to these
- Our Group Chief Privacy Officer leads our work on privacy, supported by our Global Data Protection Officer. Together, they provide practical guidance and support to our agencies, promote best practices and ensure that privacy risks are well understood

- The WPP Data Privacy and Security Charter sets out core principles for responsible data management through our Data Code of Conduct, our technology, privacy and social media policies, and our security standards (based on ISO 27001)
- Safer Data training, which includes content on data protection, security and privacy, must be completed by all new and current employees, as well as consultants. Throughout the year, agency and subject matter-specific training is provided across the Group, and in 2022 included a focus on new data privacy regulations such as the California Privacy Rights Act
- Our privacy teams have established direct relationships with their client counterparts to ensure alignment and engagement
- Choreograph, our data company, epitomises our data philosophy: that clients should own their own data to minimise risk, meet consumer privacy expectations and future-proof their businesses
- Through our active engagement in industry bodies including the Advertising Association in the UK and the 4As and Network Advertising Initiative in the United States, we are able to monitor and influence the changing regulatory landscape
- Our annual Data Health Checker provides us with insight into how data is used, stored and transferred and helps to identify any parts of the business that need further support on data practices. In 2022, the average risk score was 1.6 out of five (2021: 1.6), where five is the maximum score possible and indicates maximum risk

OUR APPROACH TO SUSTAINABILITY



EMBEDDING SUSTAINABILITY IN OUR AGENCIES

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

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

The Sustainability Committee supports the Board in its oversight of corporate responsibility, sustainability, environmental, social and governance (ESG) and related reputational matters. It reviews and monitors implementation of the Company's sustainability strategy and reviews policy statements on environmental and social matters. The Committee meets a minimum of four times a year (see pages 128 and 129).

The WPP Executive Committee sets the sustainability strategy and oversees the approach across agencies in its implementation, ensuring consistent execution and embedding of the Company's culture and values. Our Chief Sustainability Officer – a new role created in 2022 – has operational responsibility for sustainability.

We have a clear policy framework through our Code of Business Conduct, Sustainability Policy (updated in January 2022 and reviewed annually by the Sustainability Committee of the Board), Supplier Code of Conduct, Data Privacy and Security Charter, Human Rights Policy Statement and other policies included in the WPP Policy Book. In 2022, we put in place revised Assignment Acceptance Policy and Framework that subsidiaries need to follow when taking on new business (see page 77). Our agencies are required to comply with our Sustainability Policy, and report performance to WPP on an annual basis.

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

STAKEHOLDER ENGAGEMENT

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

Most stakeholder engagement takes place in the course of doing business. We work with clients on sustainability issues (see page 77). Information on employee engagement, including a global sustainability-focused townhall hosted by CEO Mark Read, is on page 71. During the year, WPP and agencies including GroupM, H+K Strategies, Landor & Fitch and Ogilvy Consulting developed training and tools to equip our people with knowledge on the science of climate change and give them practical tools with which to respond. This remains a priority in 2023.

INVESTOR ENGAGEMENT

We believe the more we behave in line with our purpose, the better our business will perform, thereby maximising shareholder returns.

We regularly engage with investors on ESG topics, and in 2022 we engaged with rating agencies and benchmarking organisations on sustainability, including: Bloomberg Gender-Equality Index; Ecovadis; Ethibel; Equileap; Vigeo Eiris; FTSE Russell; ISS; Moody's; MSCI Research Inc.; Tortoise Responsibility 100; Sedex; and Sustainalytics. We are included in the FTSE4Good Index and participate in the CDP climate change benchmark, receiving a rating of A- in 2022.


OUR MATERIALITY PROCESS

We use a materiality process to ensure our sustainability strategy, investments and reporting focus on the issues of greatest importance and relevance to our business and our stakeholders. Our most recent assessment was completed in January 2023 (see our 2022 Sustainability Report).

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGS)

We support the UN SDGs as a framework for government agencies, civil society, the private sector and citizens to work together to create a more sustainable future. We have analysed the 17 Global Goals and the 169 targets that sit behind them to identify those which are most relevant for our business (see our 2022 Sustainability Report).

ABOUT OUR REPORTING

Sustainability data included in this Annual Report is for the calendar year 2022 and covers all subsidiaries of the Company. The selected ESG performance metrics marked with the symbol  throughout this report have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP (PwC) for the year ending 31 December 2022 in accordance with International Standard on Assurance Engagements 3000 (revised) and in respect of greenhouse gas emissions data, International Standard on Assurance Engagements 3410, issued by the International Auditing and Assurance Standards Board. A copy of PwC's report and our methodology is available at wpp.com/sustainabilityreport2022.

The majority of our data is collected locally, and a common challenge is reconciling inconsistencies in calculations and data capture. This prevented us from obtaining independent limited assurance over certain metrics including waste, and health and safety data. We aim to include these in scope for assurance in the future.

1 For further information on data quality, see page 75

NON-FINANCIAL INFORMATION STATEMENT

This section provides information required by regulation in relation to:

- Environmental matters (pages 74 and 75) and TCFD statement (pages 220 to 226)
- Our people (pages 36 and 37, and 70 to 72)
- Social matters (page 79)
- Human rights (page 83)
- Corruption and bribery (page 88)

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

- Business model (from page 14)
- Principal risks and how they are managed (from page 91)
- Non-financial key performance indicators (from page 52)