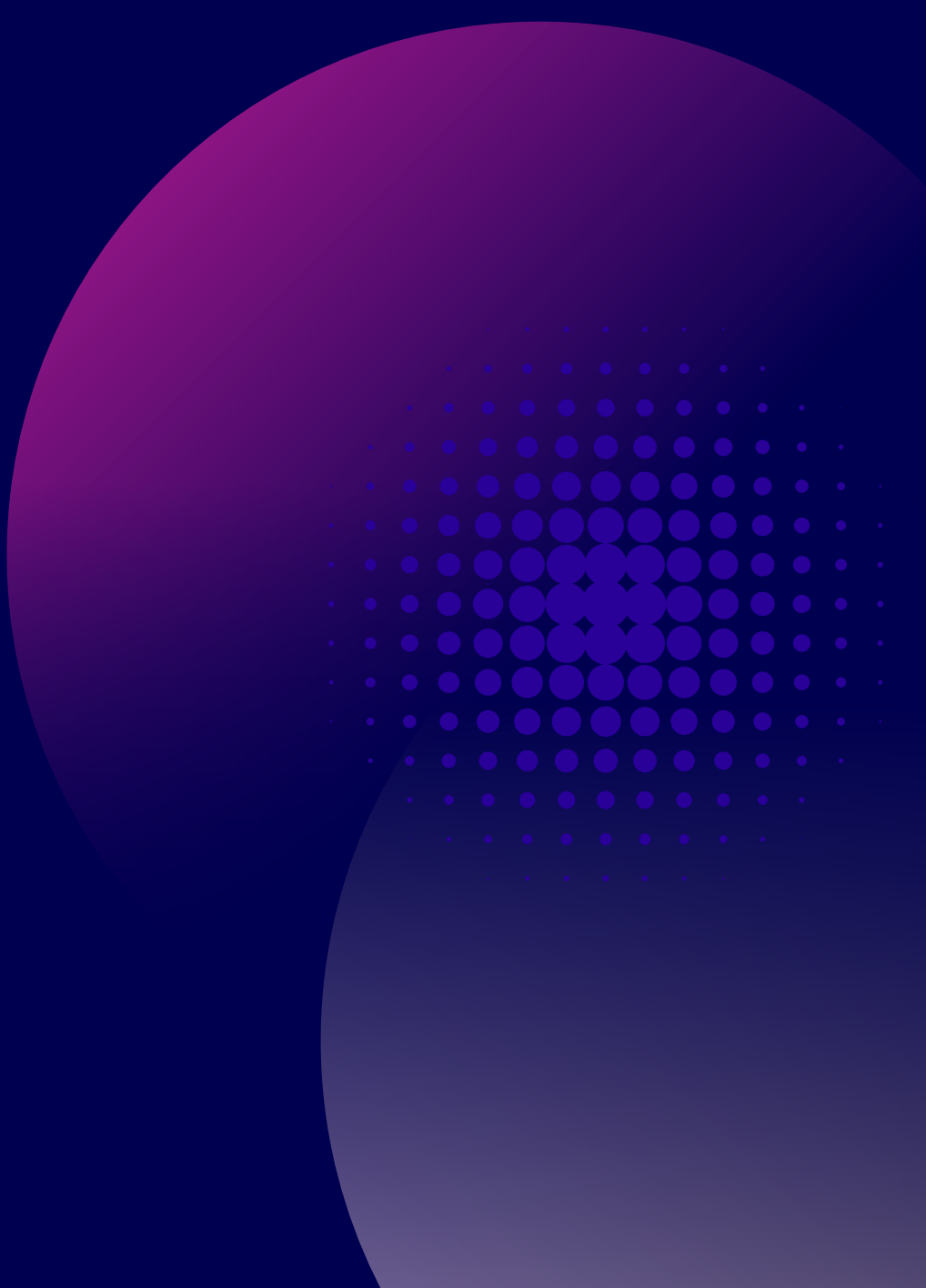

WPP UK GENDER PAY GAP REPORT 2021

We work hard to embed diversity, equity and inclusion into everything we do. Greater gender balance creates more rewarding workplaces and more successful companies, and we are making progress.





WE WILL CONTINUE TO BUILD BETTER FUTURES FOR OUR PEOPLE AND INVEST IN AN INCLUSIVE CULTURE, ONE WHERE EVERYONE HAS THE OPPORTUNITY TO GROW THEIR CAREERS AND DO THEIR BEST WORK."

Jennifer Remling
Global Chief People Officer

INTRODUCTION

MAKING PROGRESS

We continue to focus on driving greater gender balance throughout the Company and, in particular, at the most senior levels. There's more to do, but we're moving in the right direction: female representation amongst the top quartile of earners in the UK continues to increase, reaching 42% in 2021.

We are now ranked eighth out of 100 for gender representation among senior leaders and at board level in the UK FTSE Women Leaders Review. And this year, WPP was recognised as a Leader in the Bloomberg Gender-Equality Index for the fourth year in a row.

Our 2021 consolidated UK gender pay gap decreased to 15.6% (median) and 22.2% (mean) from 17.5% and 24.6% respectively in 2020. 54% of our individual companies decreased their median and mean pay gaps. In 2021, our median gender bonus gap reduced to 20.3%, compared with 50.0% in 2020, reflecting the lower levels of bonuses paid due to the impact of the pandemic.

Despite this progress, we know we need to go further to close the gender pay gap by focusing on gender balance in the highest pay quartiles.

INVESTING IN FEMALE LEADERS

Our gender pay gap is driven by gender imbalance at the highest levels across the Company, and to further narrow our pay gap we are focusing our efforts on attracting and promoting more women into senior roles. During 2021, we invested in a number of initiatives to support this goal including:

- The expansion of Elevate, our US-based sponsorship programme, to the UK. Elevate is designed to provide tools to support Black women in their career growth, personal development and wellbeing. In 2021, 20% of participants were either promoted or received a raise within eight weeks;

- Focusing on our development programmes designed for women, including Walk the Talk and Fast Forward, which provide coaching and guidance for women on how to navigate their careers
- Enrolling our senior leaders on Maestro – an immersive and experiential programme focused on helping individuals explore and develop their client leadership impact and potential. 68% of participants on the main Maestro programme identified as female
- Partnering with Google to launch #IamRemarkable, an initiative that empowers women to speak openly about their accomplishments, acknowledge their remarkable attributes and improve their self-promotion skills. The programme was launched in six locations (United States, UK, Hong Kong, India, Spain and South Africa) with 65 trained facilitators
- Expanding our NextGen Leaders programme, which provides learning and growth opportunities for early-career talent to create a more diverse pipeline. In our second series, we welcomed 1,400 participants, 65% more than in 2020 – 60%¹ of whom were female
- Partnering with Brixton Finishing School and the Uninvisibility Project to launch a free training programme, VisibleStart, in the UK for women over the age of 45 who want to enter or rejoin the industry
- Launching our diverse candidate slate policies in the UK, United States and APAC, which means that for the first time roles are now specifically marketed and accessible to candidates from underrepresented groups
- Introducing updated parental leave policies across WPP companies in the UK and United States, recognising the challenges of balancing work with family responsibilities and their disproportionate impact on women in the workplace.

60%

of the 1,400 people on our NextGen Leaders programme were women

83%

of our women believe the Company is committed to creating an inclusive work culture

56%

of the 4,500 participants in our global learning programme were women

LOOKING AHEAD

We will continue to invest in and prioritise the development of women at all levels knowing that it is a top priority for our people and the future success of our business. We will promote a culture of continuous self-development and ensure we have the right development opportunities, at the right time. In doing this, we will give women the skills and capabilities they need to progress into more senior roles. To help us deliver these goals we will continue to improve accountability, with DE&I goals linked to leaders' bonus compensation schemes and quarterly reviews to measure their progress.

¹ 60% reflects those participants who responded to the survey.

THE WPP NETWORK

The UK Government requires all UK companies with 250 or more employees to report their gender pay gap information on an annual basis.

WPP's subsidiaries in the UK employ over 10,000 people in aggregate. To give the most representative picture of WPP overall, we publish the consolidated data for all our UK companies with at least 250 employees.

DEFINITIONS

PAY GAP

The difference (median and mean) in hourly rate of pay between all men and all women in an organisation, expressed as a percentage of men's earnings – at the snapshot date of 5 April.

MEDIAN PAY GAP

The difference between the midpoints in the ranges of men's and women's pay.

MEAN PAY GAP

The difference in the average hourly rate of men's and women's pay.

BONUS GAP

The percentage difference (median and mean) in total bonus payments received by men and women in the 12 months preceding the snapshot date.

PROPORTION RECEIVING BONUS

The percentage of men and women who received a bonus in the 12 months preceding the snapshot date.

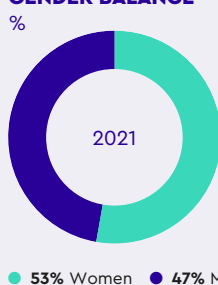
PAY QUANTILES

Shows the proportion of men and women in different pay bands, with the workforce divided into four equal parts (quartiles).

GENDER PAY GAP VS EQUAL PAY

Equal pay means men and women being paid the same salary for carrying out the same or similar work, which is a legal requirement. This report, which follows UK Government regulations that came into force in April 2017, is about the gender pay gap: the difference in average hourly pay between all men and all women in a workforce. A gender pay gap is the result of gender imbalance – for example having more men than women in senior roles.

GENDER BALANCE



2021 GENDER PAY GAP, MEAN (AVERAGE)

22.2%
(2020: 24.6%)

2021 GENDER PAY GAP, MEDIAN (MIDDLE)

15.6%
(2020: 17.5%)

2021 PROPORTION RECEIVING BONUS

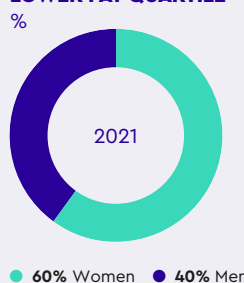
43.2% Women
47.5% Men

2021 GENDER BONUS GAP

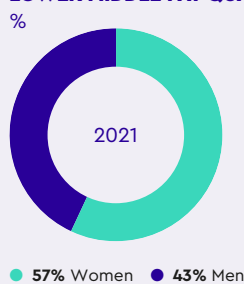
Median 20.3%
Mean 63.7%

GENDER BALANCE BY QUARTILE

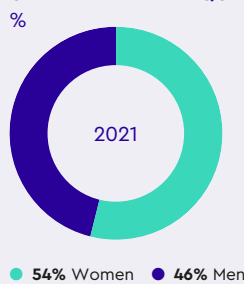
LOWER PAY QUARTILE



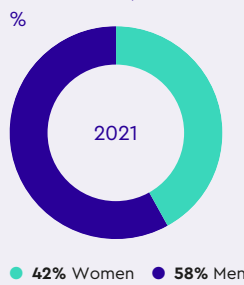
LOWER MIDDLE PAY QUARTILE



UPPER MIDDLE PAY QUARTILE



UPPER PAY QUARTILE



The data for our individual businesses can be found on page 3

DRIVERS OF THE GENDER PAY AND BONUS GAPS

On the snapshot date, our overall workforce in the UK was approximately 53% women and 47% men. Within this there were more women than men across all pay quartiles bar the upper pay quartile. However, only 42% of senior roles were held by women, and 58% were occupied by men.

Our pay and bonus gaps reflect the lower proportion of women in our upper pay quartiles, representing the most senior roles within the Company.

The gaps also reflect the wider industry picture, with the Institute of Practitioners in Advertising reporting that only 32% of 'C-suite' positions in agencies were held by women in 2020. View the report at ipa.co.uk/news/ipa-agency-census-2020.

WPP plays an important role as a leader in our industry to help accelerate progress. However, we recognise there are wider societal challenges that mean change cannot always happen as fast as we would like, including issues which have been exacerbated by the pandemic, such as women taking on more caring responsibilities.

i For more information about our development programmes for women, see our Sustainability Report 2021

2021 DISCLOSURE

2021 Legal Entity	Median Gender Pay Gap (Difference)	Mean Gender Pay Gap (Difference)	Median Bonus Gender Pay Gap (Difference)	Mean Bonus Gender Pay Gap (Difference)	Quartile 4 (Top Quartile)		Quartile 3 (Upper Middle Quartile)		Quartile 2 (Lower Middle Quartile)		Quartile 1 (Lower Quartile)		% Males who receive a bonus	% Females who receive a bonus
					Male	Female	Male	Female	Male	Female	Male	Female		
Essence Global Group Limited	16.8%	14.7%	3.8%	37.5%	55%	45%	50%	50%	39%	61%	42%	58%	67.3%	58.3%
Hill & Knowlton Limited	8.5%	8.9%	5.6%	34.3%	43%	57%	29%	71%	25%	75%	36%	64%	24.0%	23.4%
Hogarth Worldwide Limited	15.8%	21.3%	70.0%	95.8%	60%	40%	51%	49%	43%	57%	37%	63%	1.6%	1.2%
MediaCom Holdings Limited	7.8%	35.0%	0.0%	88.6%	53%	47%	42%	58%	40%	60%	44%	56%	92.5%	90.9%
MediaCom North Limited	0.6%	10.0%	0.0%	-4.8%	66%	34%	40%	60%	45%	55%	60%	40%	93.7%	94.7%
Mindshare Media UK Limited	16.9%	23.6%	20.6%	29.9%	54%	46%	44%	56%	40%	60%	35%	65%	50.1%	45.0%
Ogilvy & Mather Group (Holdings) Limited	23.0%	24.4%	40.0%	47.1%	58%	42%	43%	57%	36%	64%	30%	70%	33.7%	25.3%
Salmon Limited/Wunderman Thompson Commerce	21.8%	24.0%	23.5%	46.3%	84%	16%	67%	33%	58%	42%	57%	43%	68.6%	70.9%
Wavemaker Limited	8.5%	11.2%	0.0%	20.1%	53%	47%	47%	53%	42%	58%	44%	56%	24.1%	18.3%
WPP 2005 Limited	23.6%	23.8%	49.2%	54.2%	66%	34%	68%	32%	47%	53%	47%	53%	36.1%	37.2%
WPP Brands (UK) Limited ¹	9.4%	10.4%	15.9%	43.1%	52%	48%	47%	53%	42%	58%	43%	57%	10.4%	14.4%
WPP Health Limited	11.5%	1.6%	-14.3%	-30.8%	34%	66%	44%	56%	37%	63%	23%	77%	9.3%	15.6%
Wunderman Thompson UK Limited	13.8%	19.8%	0.0%	28.0%	64%	36%	47%	53%	50%	50%	40%	60%	85.7%	84.5%
Total	15.6%	22.2%	20.3%	63.7%	58%	42%	46%	54%	43%	57%	40%	60%	47.5%	43.2%

2020

Essence Global Group Limited	21.4%	22.4%	12.1%	35.3%	64%	36%	54%	46%	44%	56%	43%	57%	73.3%	69.5%
Grey Advertising Limited ²	26.5%	21.8%	60.0%	0.5%	65%	35%	46%	54%	40%	60%	40%	60%	12.3%	8.5%
Hill & Knowlton Limited	2.6%	10.8%	-11.1%	54.1%	46%	54%	39%	61%	34%	66%	49%	51%	21.7%	21.2%
Hogarth Worldwide Limited	19.4%	21.1%	25.0%	79.7%	62%	38%	57%	43%	41%	59%	38%	62%	5.2%	4.7%
MediaCom Holdings Limited	4.2%	26.4%	0.0%	89.8%	54%	46%	39%	61%	42%	58%	47%	53%	87.3%	88.0%
MediaCom North Limited	10.2%	16.5%	0.0%	13.0%	66%	34%	46%	54%	44%	56%	42%	58%	89.6%	92.6%
Mindshare Media UK Limited	16.2%	24.7%	16.7%	38.8%	54%	46%	45%	55%	42%	58%	35%	65%	46.0%	40.6%
Ogilvy & Mather Group (Holdings) Limited	24.7%	23.6%	37.1%	42.7%	59%	41%	45%	55%	36%	64%	33%	67%	25.9%	19.8%
Salmon Limited/Wunderman Thompson Commerce	24.5%	23.4%	28.0%	42.2%	83%	17%	66%	34%	61%	39%	53%	47%	73.9%	67.5%
Wavemaker Limited	7.5%	11.5%	10.1%	29.2%	51%	49%	42%	58%	43%	57%	40%	60%	14.2%	11.2%
WPP 2005 Limited	44.9%	48.6%	60.0%	62.8%	74%	26%	58%	42%	48%	52%	33%	67%	43.6%	33.3%
WPP Brands (UK) Limited ¹	12.8%	8.5%	8.4%	1.8%	51%	49%	50%	50%	47%	53%	39%	61%	11.3%	9.1%
WPP Health Limited	17.1%	12.8%	25.0%	-18.7%	44%	56%	41%	59%	32%	68%	32%	68%	7.7%	7.9%
Wunderman Thompson UK Limited	21.4%	16.3%	0.0%	-6.5%	63%	37%	58%	42%	50%	50%	34%	66%	90.7%	89.9%
Total	17.5%	24.6%	50.0%	65.5%	59%	41%	48%	52%	42%	58%	41%	59%	45.6%	40.7%

¹ Formerly Young & Rubicam Group Limited.

² In 2021, Grey Advertising Limited did not meet the 250 employee threshold for reporting.

DECLARATION

We confirm that the information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Jennifer Remling

JENNIFER REMLING
Global Chief People Officer