

PEOPLE



Unlocking the creative potential in every WPP employee

WHO'S IN CHARGE?

Our Chief People Officer sets our global talent strategy and champions diversity, equity and an inclusive culture. The Chief People Officer also promotes our core values of being open, optimistic and committed to extraordinary work throughout WPP, which enables us to attract, retain and grow the best, most diverse talent

Our Code of Business Conduct, Human Rights Policy Statement and Sustainability Policy set out our core principles for people management

HOW ARE WE DOING?

54%

women in senior management (2021: 52%) and 40%¹ in executive leadership roles¹ (2021: 39%)

72,700

employees worldwide completed refreshed All In staff survey

100%

employees with access to our Employee Assistance Programme

IN THIS SECTION

SKILLS, TRAINING AND DEVELOPMENT

Creating opportunities for our people to learn and develop

REWARD AND REMUNERATION

Offering attractive remuneration and benefits to win the competition for talent

DIVERSITY, EQUITY AND INCLUSION

Increasing diversity and fostering the best possible culture. Includes gender and ethnicity diversity data and UK gender pay gap

LISTENING AND ENGAGING WITH OUR PEOPLE

How we listen to and engage with our people

LABOUR RELATIONS

Supporting the rights of our people to join trade unions and to bargain collectively

HEALTH, SAFETY AND WELLBEING

Supporting our people's physical and mental health and wellbeing

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 This metric was 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 page 53

WE'RE A PEOPLE BUSINESS

By investing in fulfilling careers, diverse leadership and innovative technology, we invest in our ongoing creative success

SKILLS, TRAINING AND DEVELOPMENT

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.

FULFILLING CAREERS AND GLOBAL EXPERIENCES

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

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.

INVESTING IN LEARNING

In 2022, we invested £31.3 million in learning and development opportunities for our people.

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.

During 2022 we continued to work with our strategic partners to develop our people's skills. As a result, WPP employees earned more than 33,000 accreditations and certifications from leading technology partners including Adobe, Meta, Microsoft and TikTok.

In 2022 we continued to invest in programmes such as Walk the Talk and Fast Forward, propelling women to leadership positions, and Maestro, an immersive and experiential programme designed to help our senior client leaders explore, develop and hone their leadership skills to elevate their client relationships to that of being truly trusted business partners.

We also expanded Elevate, the United States-based sponsorship programme for Black women, into the UK, providing tools to support their career growth, personal development and wellbeing.

Development needs are assessed during a formal appraisal process. We follow up training with participants to assess the effectiveness of a course and whether it has helped improve performance at work.

INTERNSHIPS AND APPRENTICESHIPS

Internships and apprenticeships provide young people with valuable experience, and WPP with access to an additional talent pool. All our internships and apprenticeships are paid positions that are accessible to people from all backgrounds. Many of our internships are designed to attract diverse candidates.

In 2022 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.

In 2022, the Company offered 7,701 paid internships and apprenticeships (2021: 8,195) in more than 50 countries, primarily in Brazil, China, France, Germany, India, Spain and the United States.

33,000+

employee accreditations and certifications earned from leading technology partners such as Adobe, Meta, Microsoft and TikTok (2021: 30,000+)

EDUCATION PARTNERSHIPS

We partner to attract different voices and perspectives to WPP.

With support from WPP's Racial Equity Programme, we are partnering with The One Club for Creativity to build ONE School UK. Applications are open for this free 16-week online portfolio and mentoring programme designed to support Black British creatives entering the industry. To date in the United States, ONE School has brought over 100 new creatives into the advertising industry.

In the UK, in partnership with Brixton Finishing School and the Uninvisibility Project, WPP also launched free VisibleStart training, a programme created to help women aged 45+ who want to enter or re-join the industry.

SUSTAINABILITY TRAINING

We continue to upskill our people in sustainability, including climate-related issues.

In 2022, we launched a new Green Claims Guide, supported by training sessions, to help equip our people with principles and practical tips to making effective green claims and avoiding misleading the public.

i Read more about our Green Claims Guide on page 30

GroupM rolled out sustainability fundamentals training across the UK, which in 2023 will be accessible to all employees across WPP.

We delivered tailored sustainability reporting training for finance and risk teams, partnered with Google Cloud to run sustainability training for IT teams, and rolled out targeted tools and resources to eliminate single-use plastics across our offices (see page 25).

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 (page 23), and through the Change the Brief Alliance, training creatives and strategists to drive consumer behaviour change and sustainability (page 27).

REWARD AND REMUNERATION

The competition for talented people in our industry is fierce. To win, we need to offer attractive remuneration and benefits alongside rewarding work with opportunities to learn and develop.

We consult our employees about our remuneration policies. For example, Jasmine Whitbread, Chair of the Compensation Committee alongside the Global Reward Director, attended Workforce Advisory Panel meetings and engaged with members on the links between remuneration and talent, increased mobility across the network and performance metrics for senior leaders (see page 14).

We continue to harmonise our benefits to ensure alignment across WPP. Not all markets offer identical benefits, but they typically include retirement savings plans, health and wellness programmes, employee assistance schemes and life assurance.

We have also been focusing on the enhancement of our benefits programmes to be 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.

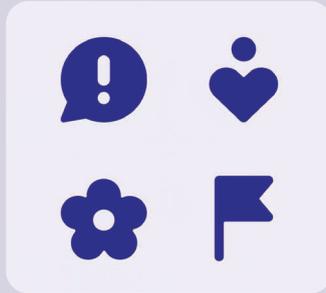
Executive pay is set in accordance with our Directors' Compensation Policy and the UK Corporate Governance Code. The Policy was reviewed in 2022 (see 2022 Annual Report, page 134) and continues to be designed to attract and retain the best available talent by incentivising Directors to develop their skills and their teams, and so deliver excellent client service and sustainable shareholder returns.

The Policy is underpinned by a pay-for-performance philosophy, where performance is determined based on a mix of financial and non-financial metrics. Diversity, equity and inclusion goals continue to make up part of senior executives' balanced scorecards, and Executive Directors are assessed against their progress on carbon-reduction targets.

i Find information about the CEO pay ratio in our 2022 Annual Report, page 156

43,500

employees eligible for WPP stock option plans (2021: 43,000)



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.

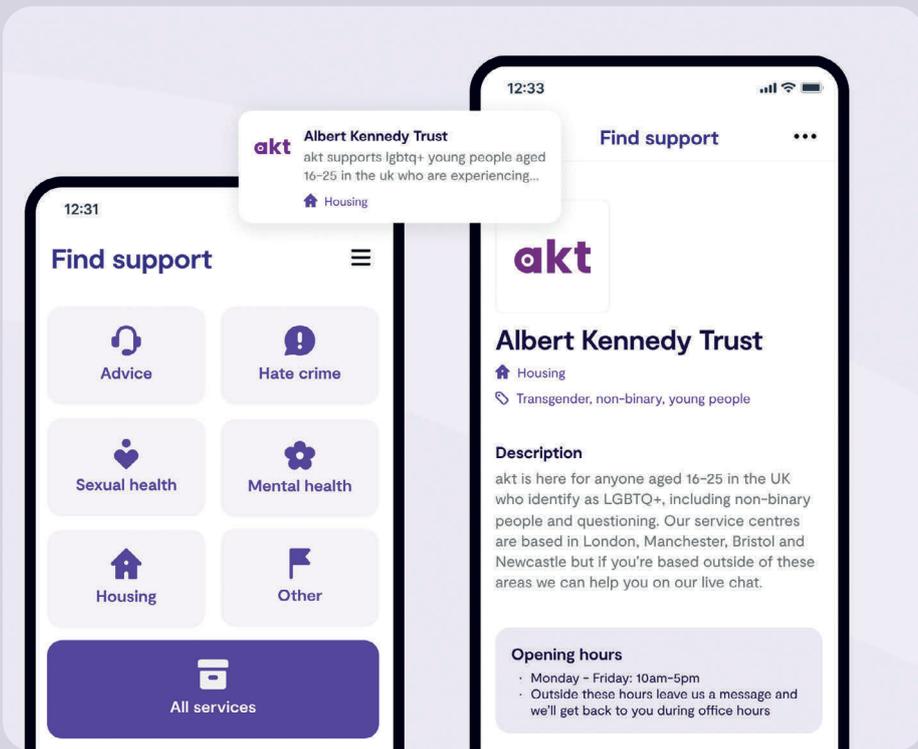


After in-depth research to hear the community's needs, Potato designed a mobile app that's fast, reassuring and instantly connects victims with the best support available, empowering members of the community to safely report hate crime.

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

DIVERSITY, EQUITY AND INCLUSION

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

We embrace all types of creative talent, building strong teams and strengthening our relationships with our clients. Diverse and vibrant employee spaces have been created across WPP by passionate individuals keen to make a difference. For example, WPP Unite celebrates our LGBTQ+ community (see page 12), WPP Stella inspires women across WPP to maximise their potential, and WPP Roots champions greater ethnic and cultural diversity.

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.

DIVERSE LEADERSHIP

In 2022, 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.

To underline the importance of our commitments and to ensure accountability, we include DE&I goals in the annual bonus plans of our leadership across WPP. We review progress made against those goals on a regular basis.

We have also been focusing on the enhancement of our benefits programmes to be 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.

ETHNICITY

WORKFORCE DIVERSITY DATA

As part of our commitments to advance racial equity, we began publishing our workforce diversity data in the United States and the UK in 2020. Our aim is to hold ourselves accountable as we continue to create an inclusive culture for all our people and improve diversity at all levels of the Company.

1 [Read more about our Racial Equity Programme on pages 34 and 38](#)

ABOUT THE DATA

Our workforce diversity data covers our operations in the United States and UK for 2020-2022.

Our United States data comes from our Equal Employment Opportunity Commission (EEOC) disclosures. The figures in the table on page 11 cover 100% of our United States' workforce. For the purpose of data analysis, it treats full- and part-time employees the same, with the seniority classifications aligned to EEOC job classification.

The data shown for the UK covers approximately 84% of our workforce, who have disclosed their ethnicity on a confidential basis. The seniority classifications used are aligned with the way in which we categorise employees in our finance system. Our UK data captures employee headcount on a full-time equivalent basis.

Given the differences in data collection and differing job level classifications used in each country, the United States and UK data sets are not directly comparable.

UK diversity data marked  has been subject to independent limited assurance by PwC (see page 53).

Collecting reliable ethnicity data can be a complex and challenging exercise. The process for gathering this data in the UK relies on voluntary declarations by individual employees. It is currently a manual process that varies by agency, with no common platform or system across WPP for recording and tracking the data. This has led to data quality and consistency issues, which are reflected in PwC's assurance opinion.

As part of our transformation programme we are implementing new, Company-wide HR systems and protocols that will allow us to collect, track and report our people data more effectively.

DRIVING SYSTEMIC CHANGE

In the United States, the proportion of our senior and executive managers who are non-white has risen from 14% in 2019 to 22% in 2022. Despite progress such as this, the data highlights the fact that employees in the UK and the United States from Black, Asian, and other minority ethnic groups continue to be underrepresented at all levels of the Company, especially at senior and leadership levels. We know we still have work to do to deliver on our commitments to advance racial equity.

In 2022, we appointed a new Chief Talent and Inclusion Officer (see 'Diverse Leadership', left), who works closely with our global Inclusion Council and network of DE&I leaders to help us drive and accelerate the change we need to see across our agencies, highlighting our commitment to sustained momentum.

We introduced a diverse candidate slate policy in APAC, Canada, the UK and United States, to ensure roles are specifically marketed and accessible to candidates from underrepresented groups.

We continue to expand development opportunities for employees of colour. One example is Elevate, a United States' sponsorship programme designed to provide tools to support high-potential Black women in their career growth, personal development, and wellbeing. We launched this in the UK with 25 high-potential Black women graduating last summer and we are now piloting the next iteration, SUMMIT, a year-long sponsorship programme for people of colour, starting with Brazil and South Africa this year, and then expanding to the rest of the network in 2024.

Our third series of NextGen Leaders, a virtual learning experience for those starting out or new to the industry, welcomed 2,633 participants across 71 countries (up from 800 participants in 54 countries at launch). In the US and UK, 68% of participants identified as Black, Asian or LatinX.

 This metric was 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 page 53

WORKFORCE ETHNIC DIVERSITY DATA FOR UNITED STATES AND UK

UNITED STATES DATA (2020–2022)^{1, 2, 3, 4}

| Level | Year | Asian | Black or African American | Hispanic or Latino | Other ethnic group ² | Two or more ethnicities | White | Unknown or undisclosed |
|---------------------------------|------|-------|---------------------------|--------------------|---------------------------------|-------------------------|-------|------------------------|
| Senior/Executive Level Managers | 2022 | 7.3% | 5.0% | 7.4% | 0.4% | 1.8% | 77.1% | 0.9% |
| | 2021 | 6.7% | 4.2% | 7.2% | 0.3% | 1.4% | 79.7% | 0.5% |
| | 2020 | 5.8% | 2.5% | 5.2% | 0.1% | 1.1% | 84.4% | 0.9% |
| First/Mid-Level Managers | 2022 | 10.4% | 5.1% | 10.5% | 0.4% | 2.5% | 69.9% | 1.2% |
| | 2021 | 10.2% | 4.6% | 8.2% | 0.5% | 1.6% | 74.2% | 0.7% |
| | 2020 | 9.6% | 4.4% | 7.7% | 0.2% | 1.5% | 76.4% | 0.1% |
| Professionals | 2022 | 15.4% | 7.8% | 11.0% | 0.4% | 3.7% | 60.3% | 1.5% |
| | 2021 | 13.9% | 8.0% | 11.2% | 0.6% | 3.1% | 62.0% | 1.3% |
| | 2020 | 13.8% | 7.2% | 10.7% | 0.7% | 2.4% | 64.1% | 1.2% |
| All Staff | 2022 | 12.5% | 7.0% | 11.7% | 0.4% | 3.2% | 63.9% | 1.4% |
| | 2021 | 12.4% | 6.8% | 10.1% | 0.5% | 2.6% | 66.5% | 1.0% |
| | 2020 | 12.3% | 6.2% | 9.7% | 0.4% | 2.1% | 68.2% | 0.9% |

UNITED KINGDOM DATA (2020–2022)³

| Level | Year | Asian | Black | Mixed/Multiple | Other ethnic group | White | Unknown or undisclosed |
|------------------------------------|-------------------|-------|-------|----------------|--------------------|-------|------------------------|
| Board Members or Executive Leaders | 2022 [⬆] | 4.4% | 0.9% | 1.5% | 1.3% | 78.9% | 12.9% |
| | 2021 | 5.0% | 1.2% | 1.6% | 2.6% | 80.0% | 9.7% |
| | 2020 | 3.6% | 0.8% | 1.7% | 1.3% | 86.4% | 6.1% |
| Senior Managers | 2022 [⬆] | 7.2% | 2.3% | 3.0% | 1.9% | 73.6% | 11.9% |
| | 2021 | 6.4% | 2.5% | 2.4% | 2.3% | 76.2% | 10.1% |
| | 2020 | 5.8% | 2.4% | 2.6% | 2.6% | 79.5% | 7.1% |
| Other Employees | 2022 [⬆] | 10.4% | 5.1% | 3.3% | 3.1% | 60.4% | 17.6% |
| | 2021 | 9.1% | 4.7% | 3.2% | 4.0% | 60.7% | 18.3% |
| | 2020 | 9.1% | 4.7% | 2.8% | 4.7% | 69.2% | 9.5% |
| All Staff | 2022 [⬆] | 9.6% | 4.4% | 3.2% | 2.8% | 63.6% | 16.4% |
| | 2021 | 8.4% | 4.2% | 3.0% | 3.6% | 64.5% | 16.4% |
| | 2020 | 8.2% | 4.1% | 2.7% | 4.2% | 71.8% | 8.9% |

¹ Our 2022 data will be submitted to EEOC in May 2023

² 'Other ethnic group' includes data for native American and native Hawaiian disclosures. These are no greater than 0.4% at each level

³ Changes in our United States and UK data reflect a number of structural changes we have made to our business in the year, including job classification and disposals

⁴ US ethnicity data is not subject to assurance

⁵ This metric was 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 page 53

GENDER BALANCE

We aim to reach gender parity at all levels of our business. More than 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 WPP Executive Committee increased to 40%, compared with 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 First Quarter Trading Update, the proportion of women on our Board will be 46%.

This year we were named in the Bloomberg Gender-Equality Index for the fifth consecutive year,² and in the FTSE Women Leaders Review WPP moved up from ninth to sixth in the FTSE 100.³ Eighteen 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.

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. We are also a proud partner of UN Women (see page 27).

UK GENDER PAY GAP

In line with UK Government reporting requirements, we publish the gender pay gap data for all WPP agencies with 250 or more employees on an annual basis.

Our 2022 consolidated UK gender pay gap increased slightly to 17.2% (median) and 23.2% (mean) from 15.6% and 22.2% respectively in 2021. Our gender pay gap reflects the under-representation of women at the most senior levels in our UK companies. This is consistent with the wider industry picture, with the 2022 Institute of Practitioners in Advertising Agency Census reporting that only 37.5% of C-suite roles in the UK are held by women. One of the factors behind the increase from 2021 to 2022 is greater hiring of women at the entry levels in our industry.

Like-for-like comparison between 2021 and 2022 is complicated by the fact that a different set of WPP agencies met the reporting criteria for each year (ie those with more than 250 employees). Looking ahead, we will continue to invest in initiatives and policies that improve gender diversity throughout our business (detailed in our Gender Pay Gap report) and to prioritise the development of women at all levels to unlock their full potential.

LGBTQ+

WPP Unite celebrates our Company-wide LGBTQ+ community. Unite advises on policies that impact LGBTQ+ talent across WPP and our agencies, to ensure diverse thinking and creativity thrive within WPP's workplaces and within our work. WPP Unite has now expanded out of the UK and United States with its launch in 2022 in India, and Australia and New Zealand.

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

WPP's Reality Flag campaign, with the Human Rights Campaign, 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 partnership with Choreograph, WPP Unite published Beyond the Rainbow, a survey of over 7,500 people in the United States, UK, and Canada. This report aims to provide data around how queer communities view themselves as depicted in advertising and marketing.

DISABILITY

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.

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. 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. 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.

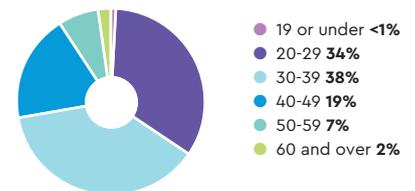
GENDER DIVERSITY

| Category | 2022 | 2021 |
|---------------------|--------------|--------------|
| Board and executive | 40% (1,432) | 60% (2,121) |
| | 39% (1,552) | 61% (2,395) |
| Senior managers | 54% (11,401) | 46% (9,781) |
| | 52% (9,630) | 48% (8,784) |
| All other employees | 57% (50,979) | 43% (38,237) |
| | 57% (49,104) | 43% (36,730) |
| Total employees | 56% (63,812) | 44% (50,138) |
| | 56% (60,286) | 44% (47,910) |

● Female ● Male

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.

In 2022, Superunion launched Design for Difference, inclusive design principles and guidelines that focus on celebrating difference and making design accessible. The principles cover every touchpoint: from the intricacies of colour contrasts, typography and video content; to ensuring sensitive representation of people in photography and illustrations; to creating more accessible reports; to considering a diversity of perspectives in user testing.

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 Gender-Equality Index 2022, Bloomberg
³ FTSE Women Leaders Review Report 2022
⁴ World Bank, Disability Inclusion Overview, April 2022
 * This metric was 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 page 53

WE LOVE YOU TO HEALTH

Advocating for better maternal care for Black mothers

OFFER
WUNDERMAN THOMPSON, USA

AGENCY
COMMUNICATIONS

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



LISTENING TO AND ENGAGING WITH OUR PEOPLE

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 to all.

We achieved our highest-ever engagement levels with 72,700 employees taking part, a 65% increase in engagement from 2021 – with 'belonging' and 'feeling valued' coming out as two of the top reasons for working at WPP. We were pleased to see our company-wide eNPS score ('how likely are you to recommend WPP as a place to work?') increase 14 points from 2021.

We continued to exploit new ways to connect. Our virtual global CEO townhall series, in which Mark Read and leaders from across WPP discuss issues important to our colleagues, from sustainability to Super Bowl ads, was well attended. An average of 5,900 participants joined each event, up 40% from 2021. We kicked off 2023 with a sustainability-focused townhall which attracted an audience of over 8,500. CEO all-staff emails accumulated over 1.76 million unique opens over the year, a 64% increase, while our global internal email newsletter, *The Weekly*, had over 1.8 million unique opens, an increase of 34% year-on-year.

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

BOARD ENGAGEMENT

To ensure our Board understands the views of our employees on WPP's purpose, values and strategy, and to consult on key people issues, WPP established a UK Workforce Advisory Panel (WAP) in 2019. Sponsored by our UK Country Manager, the WAP has representatives from across our UK business who gather feedback from their agencies to feed up to the WPP Board. Similar People Forums were established during 2021 in the United States and India to enable further engagement with the Company's global employee base.

Cindy Rose continued to fulfil the position of designated Non-Executive Director. She regularly attends the WAP meetings and where possible the United States and India People Forums, and presents updates on issues discussed at Board meetings as well as engaging and hearing from our people on a broad range of topics.

Agendas are set by WAP members and the views and insights from the various forums are shared directly with the Board, and the Board's feedback on how the insights have informed decision making is presented back.

During 2022, Jasmine Whitbread, Chair of the Compensation Committee, alongside the WPP Chief People Officer and the Global Head of Reward, also attended WAP meetings as guests to engage with members on remuneration and the impact of remuneration policy and outcomes. Issues raised at the WAP meetings and People Forums included: return to office plans; cost of living crisis; staff retention; and diversity and inclusion.

The Chief Executive Officer and the Chief People Officer provided frequent People updates to the Board, including results on various employee engagement and culture monitoring surveys undertaken throughout the year on a range of topics from career growth and development to engagement, belonging and wellbeing.

INCLUSION COUNCIL

Our global Inclusion Council was established in 2020 to help accelerate change throughout WPP. Its role is to recommend programmes, policies and initiatives that will systemically create more inclusive and diverse workplaces, provide input on leadership succession, remove barriers to progress and assist in setting aspirational targets for elevating underrepresented talent.

SUPPORTING OUR EMPLOYEES 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 in response to support those impacted by the conflict in Ukraine, the floods in Pakistan and, in February 2023, the devastating earthquakes in Turkey and Syria.

1 [Read more about employee match funding on page 35](#)

SUSTAINABILITY ENGAGEMENT

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.

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 aim to ensure any open roles are filled by employees who have the right skills before recruiting for those roles externally.

In 2022, there were 50 cases against WPP agencies reporting through employment tribunals and other external channels (2021: 35). We resolved 53 cases, including some reported in previous years. Of these, 14 were withdrawn, 30 settled, eight judged against our agencies and one judged in our favour.

HEALTH, SAFETY AND WELLBEING

Supporting our people's physical and mental health and wellbeing is good for our people and good for business. Our companies are required to have a health and safety policy in place.

Our overall sickness absence rate in 2022 was 3.5 days per employee (2021: 3.0). This includes non-work-related illness and injuries, work-related illness and injuries, and occupational diseases such as work-related stress and ergonomic injuries. There were no work-related fatalities in 2022.

Health and safety data is collected locally. In 2021 inconsistencies were identified in how this data is defined and collated. We continue to work to improve consistency and, once remediated, aim to include health and safety data in scope for independent limited assurance in future.

In 2022, our crisis management and business resilience team (CMBR) established governance, standards and infrastructure to strengthen WPP's operational resilience capabilities. This included rolling out global incident response and business continuity tools and training. During the year, CMBR coordinated the Company's response to 11 crisis level incidents, including Ukraine and the earthquakes in Turkey.

MENTAL HEALTH

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

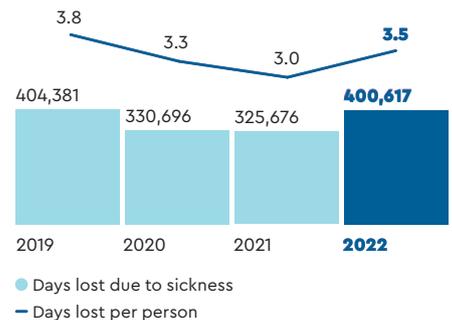
We are committed to creating mentally healthy workplaces. In 2022 we became a founding member of the Global Business Collaboration for Better Workplace Mental Health, the first global business-led initiative designed to advocate for – and accelerate – positive change for mental health in the workplace.

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 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 inspire 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



100%

employees with access to Employee Assistance Programme

550+

Mental Health Allies across Singapore, UK and United States encouraging open conversations about mental health in the workplace