

WPP

Corporate Social Responsibility: A Review



About WPP

WPP is one of the world's largest communications services groups. It is made up of leading companies in:

- Advertising
- Media investment management
- Information, insight & consultancy
- Public relations & public affairs
- Branding & identity
- Healthcare and Specialist communications

WPP companies provide communications services to clients worldwide including more than 300 of the Fortune Global 500; over one-half of the NASDAQ 100 and over 30 of the Fortune e-50. Our companies work with over 330 clients in three or more disciplines; and well over 100 clients in six or more countries.

Every WPP company is a distinctive brand in its own right; all have their own identities and own areas of expertise. That is their strength. What they have in common is in harnessing intelligence, talent and experience to bring competitive advantage to their clients.

Collectively, the Group has 69,000 people working in 1,700 offices in 104 countries.

WPP, the parent company, has a relatively small team of approximately 200 people, predominantly based in London and New York, with support in Hong Kong and São Paulo.

WPP is a UK FTSE 100 company and is quoted on the London Stock Exchange and NASDAQ in New York. For further information about WPP, please visit our website, www.wpp.com.

Corporate governance at WPP

WPP's Board of Directors is accountable to its share owners for good corporate governance and is committed to achieving compliance with the principles of corporate governance set out in the Combined Code in the Listing Rules of the UK's Financial Services Authority. The Board is also committed to implementing recommendations proposed in the Higgs Report, the Smith Report and the Hermes Principles. WPP also complies with the US Sarbanes-Oxley Act, as it affects 'foreign registrants.'

WPP operates a system of internal control, which is maintained and reviewed in accordance with the Combined Code and the guidance in the Turnbull Report, as well as the Securities Exchange Act 1934.

WPP's business policies are set out in the WPP Policy Book, which has been prepared for the managers of all WPP operating companies. WPP's Code of Business Conduct (see page 8) sets out in detail the expectations we have of our people. All directors and senior executives from our companies are required to sign an Annual Certificate of Compliance with the Code.

Further information on our corporate governance policies can be found in our Annual Report and Accounts, available online at www.wppinvestor.com.

Corporate Social Responsibility and communications

Sir Martin Sorrell, Group Chief Executive

Why should WPP bother about Corporate Social Responsibility (CSR)? We are not a major polluter. We don't employ garment workers in developing countries or make potentially dangerous products. But CSR remains highly relevant to us because it affects our vitally important relationships with our people, our clients and our investors.

We are a people business and our people don't leave their values at home. We want to create a workplace where nobody needs to compromise their ethics and where difficult issues are openly discussed. Our chief talent officer, Beth Axelrod, describes how we attract and nurture top talent on pages 16 and 17.

We also make a strong positive contribution to society through our pro bono work for charities. This is of great value to them in recruiting members, collecting donations and communicating campaign messages. Our agencies have a long and distinguished history of providing this support, which bolsters important social causes and stretches our creative talent.

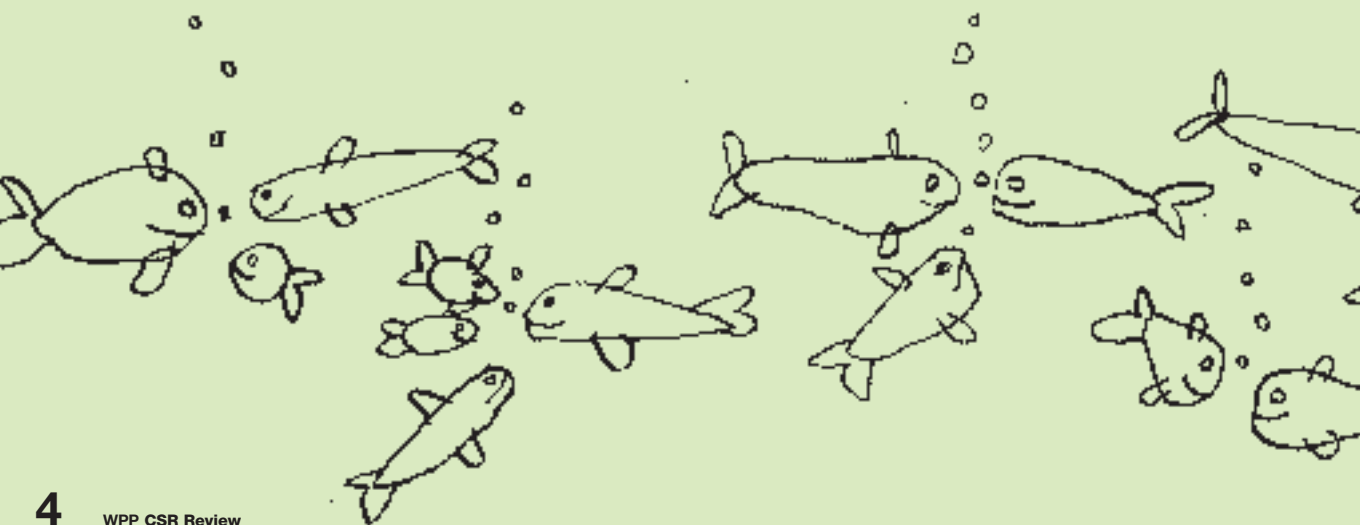
Our work for clients, helps them develop and deliver information to the market. This is

a fast moving creative environment made more challenging by the need to balance commercial goals with changing social expectations. WPP director, Howard Paster discusses marketing ethics and other related issues on pages 20 and 21.

Sustainable development will increasingly shape consumer products. Some far-thinking companies are already building sustainability into strategies and products.

Unilever, for example, has three sustainability initiatives in agriculture, fish and water. They have started these to secure their supply of raw ingredients and they are on the way to creating products that are more sustainable. When the car industry produces automotive products running on a fuel cell (Ford and others are working on this now), all that will come out of the exhaust is water so pure that you can make an espresso in the trunk. As companies begin to create new resource-efficient products like these, our job will be to communicate the benefits to consumers.

Green and ethical products have often been marginalised by their price or performance and the benefits not sufficiently appreciated by



consumers. As they become more widely available and competitive, communications services will play a vital role in their success – informing consumers of the social and environmental significance of their purchase decisions.

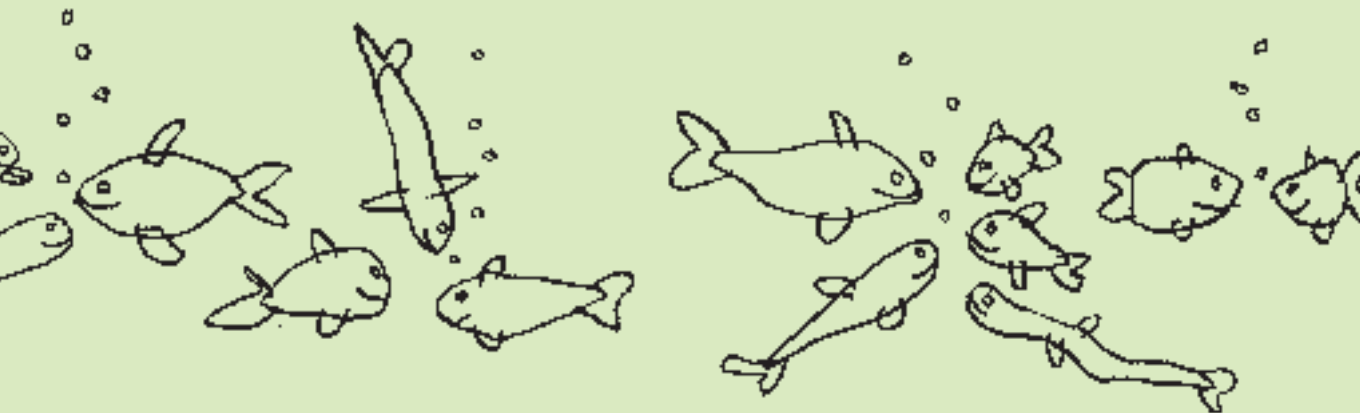
Business leaders know – now more than ever – they must establish and maintain a reputation for social responsibility and good governance. This fortifies the brand and reassures investors. WPP director, Jeremy Bullmore looks at the link between corporate reputation and product sales on pages 10 and 11.

Investors, particularly pension and insurance funds, have become increasingly concerned about the social, ethical and environmental performance of companies. I am pleased that WPP is included in two of the leading socially responsible investment indexes, the Dow Jones Sustainability World Index and the FTSE4Good Sustainability Index, whilst recognising that we will have to work to maintain this position.

While the direct financial benefits of CSR should not be overstated, increased interest from the financial community is beginning to shape the

relationship that companies have with investors. In the future, access to capital will be influenced by CSR ratings.

In the long term, successful companies will be those that have a strong reputation for corporate responsibility and respond creatively to the challenges of sustainable development. This Review explains what WPP is thinking and doing about CSR. We welcome your comments. ■



WPP's approach to Corporate Social Responsibility

We recognise that the reputation of our business depends on our people acting with honesty and integrity in all of their business dealings. We are also keenly aware that our activities involve us in debates about prevailing social standards of taste, decency and ethics. We do not duck these issues.

In this Review we set out to be transparent and candid about our performance, progress so far and the agenda for the future. We have begun to define more clearly what CSR means for WPP and our operating companies. We encourage debate and invite your comments, using the contact details on the inside back cover.

We have assessed the full range of CSR issues in the context of our business and believe that the most significant areas for us are:

- Social investment, including donations and pro bono work.
- The development of our people.
- Marketing ethics.
- A small environmental impact.

This Review discusses our approach to these issues, gives examples of our recent work and outlines our plans for the future.

How we manage Corporate Social Responsibility

WPP has two formal documents to guide our people in dealing with ethical, social and environmental issues. Our Code of Business Conduct covers a broad range of business issues and is supported by our new CSR Policy that elaborates on key subjects.

We adopted our CSR Policy in 2002 and have appointed a WPP Board director, Howard Paster, to coordinate our approach to CSR. The Policy identifies the issues we see as most relevant to WPP and the principles we apply to them.

WPP divides responsibility for CSR between two committees which report to the WPP Board. The Audit committee, chaired by John Jackson, is responsible for social, ethical and environmental issues. The Compensation committee, chaired by Stanley Morten, is responsible for employment issues including equal opportunities, diversity and harassment.

Our Code of Business Conduct and CSR Policy are set out on pages 8 and 9 respectively.

Measuring performance

To track and improve our performance we need to know how our companies are managing social, ethical and environmental issues, and how they perform. Since adopting our CSR Policy, we have begun to collect performance information from our operating companies annually.

Our first CSR survey covered 2001. We are extending and refining the survey and intend to undertake the survey annually beginning in the fourth quarter of 2003. The main information we track is:

Social

- Pro bono work (providing communications services for charities at no or minimal cost).
- Charitable donations.

Marketing ethics

- Infringements of regulations and marketing codes of practice.

Employment

- Employee training, diversity and grievance procedures.
- Employee volunteering.

Environmental

- Energy consumption.
- Paper recycling and purchase of recycled paper.
- Recycling of other materials including toner cartridges, cans, glass and computer equipment.

Engaging with stakeholders

We recognise many different stakeholders have an interest in our business and we welcome discussion of our CSR issues and performance.

Our stakeholders include:

Investors

Our share owners have a right to expect a fair return on their investment and the highest standards of governance, integrity and reporting.

Employees

Our people have a right to fair benefits, sharing in the company's success, and a working environment that nurtures their talent, free from discrimination and harassment.

Clients

Our clients have a right to the full benefit of our talent and professionalism and to trust that our conduct will not discredit them or their brands.

Consumers

Consumers have a right not to be misled or unduly offended by the communications we create and to entrust that our companies comply with industry codes of practice and the law.

Business partners and suppliers

Our partners and suppliers have a right to fair and honest treatment and prompt payment.

Charities

These organisations benefit from pro bono work and have a right to expect the same standards of professionalism offered to our corporate clients.

Environment

The community at large has a right to expect us to minimise the impact of our operations on the environment.

The investment community has become more aware of social, ethical and environmental issues and we receive requests for information on our performance. We regularly meet with socially responsible investors (SRIs) and provide information to them through questionnaires and surveys.

WPP is included in the Dow Jones Sustainability World Index and the FTSE4Good Sustainability Index. We are also members of the UK Media Sector CSR Forum, a group of more than 10 media companies working to identify key issues for the sector. WPP participated in Business In The Community's Corporate Responsibility Index.

CSR management targets**Our targets for 2003/2004**

- Establish CSR committee across major Group companies.
- Each company to nominate a senior CSR representative.
- Companies to report annually to Group via a strengthened CSR survey.
- Group audit to identify risks and confirm management practices.
- Continue to engage constructively with socially responsible investors.

WPP Code of Business Conduct

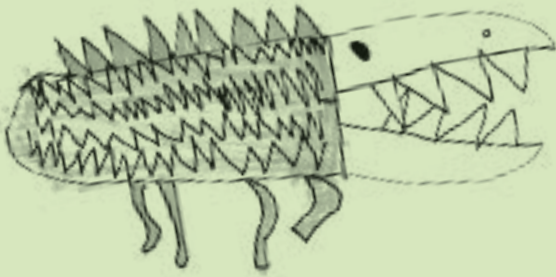
The Group and its companies operate in many different markets and countries throughout the world. In all instances, we respect national laws and industry codes of conduct.

- We, the directors and employees of all companies in the WPP Group ('the Group'), recognise our obligations to all who have a stake in our success including share owners, clients, employees and suppliers.
- Information about our business shall be communicated clearly and accurately in a non-discriminatory manner and in accordance with local regulations.
- We select and promote our people on the basis of their qualifications and merit, without discrimination or concern for race, religion, national origin, colour, sex, sexual orientation, age or disability.
- We believe that a workplace should be safe and civilised; we will not tolerate sexual harassment or offensive behaviour of any kind, which includes the persistent demeaning of individuals through words or actions, the display or distribution of offensive material, or the use or possession of offensive weapons on WPP or client premises.
- We will treat all information relating to the Group's business, or to its clients, as confidential. In particular, 'insider trading' is expressly prohibited and confidential information must not be used for personal gain.
- We will not knowingly create work which contains statements, suggestions or images offensive to general public decency or to minority segments of the population, whether that minority be by race, religion, national origin, colour, sex, sexual orientation, age or disability.
- We will not for personal or family gain directly or indirectly engage in any activity which competes with companies within the Group or with our obligations to any such company.
- We will not offer any items of personal inducement to secure business. This is not intended to prohibit appropriate entertainment or the making of occasional gifts of minor value unless the client has a policy which restricts this.
- We will not accept for our personal benefit goods or services of more than nominal value from suppliers, potential suppliers or other third parties.
- We will not have any personal or family conflicts of interest with our suppliers or other third parties with whom we do business.
- No corporate contributions of any kind, including the provision of services or materials for less than the market value, may be made to politicians, political parties or action committees, without the prior written approval of the Board of WPP and the prior agreement of its share owners.
- We will comply with all applicable local laws and regulations, and any other laws with an international reach, such as the US Foreign Corrupt Practices Act, where relevant.

Actual or potential conflicts with this Code should be reported promptly to the WPP Company Secretary.

Reality bites

Jeremy Bullmore, Director



Once upon a time, when we were all young and innocent, most of the brands we knew and loved were orphan brands: they seemed to have no parents.

The chocolate spread, the toothpaste, the maple syrup, the marmalade, the comics, the washing powder, the candy bars, the potato crisps, the cat food, the bleach in the bathroom, the bread, the butter – and almost everything in the medicine chest: they all had their own names, and their own distinctive bottles and packages and bags and boxes. They were as familiar to us as family: but we very rarely had any idea who made them, and nor did we greatly care.

We knew who made the baked beans, of course, and the corn flakes and the car and our bicycles: they all proudly proclaimed their makers' names. But most of the brands we knew and loved were stand-alone brands, brands who came from no known line of ancestors; orphan brands, with no brothers or sisters.

If you looked very carefully at the back of the pack, down at the bottom, in an 8 point typeface, you'd find the name of a manufacturing company; but even then it was often a subsidiary of the ultimate parent company whose name was never mentioned.

This was no conspiracy. These companies had nothing to hide. They were just conforming to a marketing policy that had grown up over time and had seldom been questioned.

Good sense dictated that different categories of product should be kept carefully discrete: better to have separate company names for human food and animal food, for example; for confectionery and pharmaceuticals. But by and large, most brands were expected to stand on their own two feet, the identity of their owners familiar only to their employees themselves and the business community.

This policy did have at least one not wholly accidental benefit: it strictly limited the potential viral effect of product calamity. If a tabloid newspaper reported the discovery in a product of a piece of glass or a cockroach – or even more seriously, a blackmailer's claim to have introduced arsenic into infant food – the damage was strictly limited. Separate brand names provided firewalls between products and prevented the bad news emanating from one from contaminating the many others.

Today, for a variety of reasons, such damage limitation is to all intents and purposes impossible.

The costs and risks associated with launching new stand-alone brands has encouraged marketing companies to extend existing reputations rather than attempt to establish new ones. Company brands are now far more common and brand variants and brand extensions make up the great majority of new product introductions. The trust,

the equity, that's been painstakingly and expensively earned by one company brand is legitimately employed to transfer instant reassurance to another.

The firewalls are disappearing; hundreds of brands can now be seen to be interconnected: and therein lies the risk.

To which may be added an intensified interest among consumer correspondents in the press, the growth of pressure groups – and, of course, the internet.

In WPP's 2002 Annual Report we discuss the concept of the 'objective disqualifier'. Most product sectors are crowded with competing brands where the differences in performance are minimal and reducing. Consumers are faced with a dilemma of too much choice. They will increasingly search not for reasons to choose a product but for reasons to eliminate brands from their shopping list – the 'objective disqualifier'. A whiff of exploitation of workers in the developing world, or pollution of the environment provides the rational reason consumers are seeking for striking a brand off their list.

So if there was ever a time when Corporate Social Responsibility was thought to be a sort of optional accessory, useful for casting the holding company's board of directors in a flattering light but with no serious commercial implications, that time has gone for ever.

A company whose employment practices, respect for the environment or production methods are in the least bit flaky may now take it as certain that all such flakiness will be made widely known. The internet has transformed the way that stories of malpractice circulate. Before the internet it was almost impossible for a local community in

a developing country to attract the attention of Western media. Today, an e-mail to a pressure group is all that's needed to turn a local factory issue into a major threat to the reputation of a multinational company. With the firewalls down, deserved and adverse publicity can no longer be safely contained within some remote corporate silo – but will wash freely around every product they make and every enterprise they own.

Conversely, of course, new opportunities open up. Just about the only prediction on which all marketing pundits and practitioners seem to be agreed is that the successful company brands of the future are those which are most successful in earning and sustaining their consumers' trust. Just as any company bad news will contaminate that company's entire product portfolio, so will that entire product portfolio benefit from its parent company's reputation for thoughtful and ethical practices. If you ask environmental and social opinion leaders, "which are the best companies?", the names they quote are remarkably consistent. The investment made now by companies that are establishing reputations for CSR leadership will be handsomely repaid by brand sales in the future.

In a world more pure and saintly than our own, it could perhaps be expected for companies to behave with consistent social responsibility – even when incurring additional cost and gaining no commercial advantage from doing so.

Happily, however, when it comes to CSR, a reputation for decency, if honestly earned, really does seem to offer tomorrow's companies an invaluable (and technologically unchallengeable) competitive advantage. ■

WPP's contribution to society

By donating our time, money and intellectual capital to charities we can make a positive contribution to society.

Through pro bono work, providing communications services for charities at no or minimal cost, our people use their talents to produce innovative work for community projects and not-for-profit organisations. We see this as the best way for us to benefit communities in the countries where we operate worldwide.

WPP companies also make financial donations to a wide range of good causes.

In 2001 our Group's total social investment, including pro bono work and charitable donations, was worth £12.3 million (\$19.7 million), equivalent to 0.3% of revenue or 2.9% of our pre-tax profits.

Pro bono work

WPP companies have the talent to market products. Through pro bono work we use the same skills to help charities, free of charge. In this way we support organisations working on some of today's most compelling social issues, including AIDS, third world debt, disability, and the environment.

In 2001 the value of the Group's pro bono work was equivalent to about £8.7 million (\$13.9 million). However, because it helps charities to recruit new members, raise funds and support their campaign objectives the benefit to the charities may be many times that figure.

Just one example of pro bono work comes from the Phoenix office of WPP company Fitch:Worldwide. Working with client Ben & Jerry's, Fitch:Worldwide donated its design and architectural talent to build The Scoop Shop at the Oriental Theater in Chicago. This ice cream eatery is run as a regular business but with a difference: disadvantaged young people are hired so that they can earn money and acquire job skills; and all proceeds are donated to the Chicago Children's Choir.

A showcase of some pro bono campaigns that WPP companies have created is reproduced in the supplement found in the pocket at the front of this Review.

Donations to charity

In addition to pro bono work, WPP companies and the parent company support local communities through direct donations.

In 2001, WPP companies gave about £3.6 million (\$5.8 million) to support good causes worldwide, including initiatives in health, education, arts, environment, drug abuse, and projects to support victims of the September 11 attacks.

Parent company support for education and the arts

The parent company focuses its support on education and the arts. Initiatives supported internationally include the Indian Business School in Hyderabad and the Red & Yellow School in South Africa.

In the UK, WPP sponsors the Charles Edward Brooke Girls' School, which specialises in media arts; the Royal College of Art; and two bursary awards for D&AD, the professional association for design and advertising.

WPP is also a corporate patron of the National Portrait Gallery in London. The company supports The Media Trust which helps charities with their communications, and is a founder member of the Royal Society of Arts and Commerce's Centre for Tomorrow's Company, a forum for good business practice.

Contribution to society plans

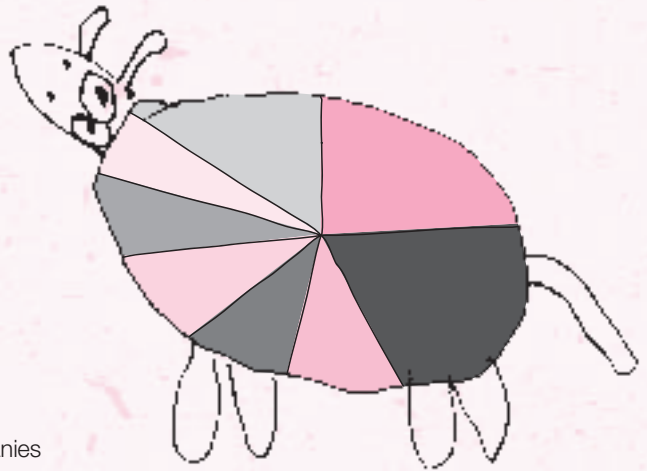
We do not set targets for our companies, many of which have a long history of community and charity support. We do have a guideline for the overall level of community investment WPP intends to make as follows:

- Undertake pro bono work and financial donations to charity and community organisations worth £15 million or 0.4% of revenue (whichever is the greater).
- Achieve a rate of employee volunteering equivalent to one day per person per year (approx 69,000 person days).

WPP companies' pro bono value

Total £8.7 million (\$13.9 million)

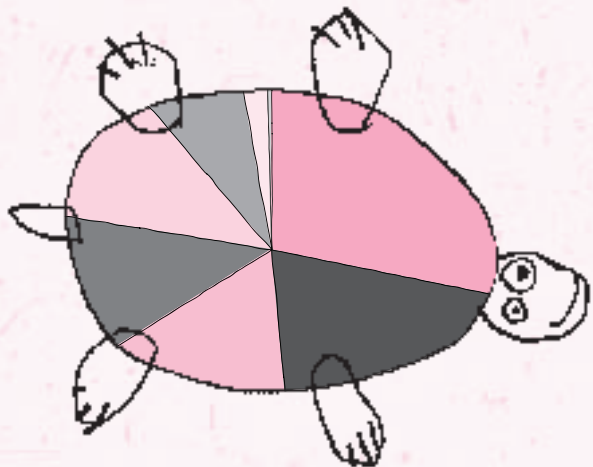
- J. Walter Thompson
£2,097,262
- Ogilvy & Mather
£1,560,076
- Burson-Marsteller
£1,021,582
- Red Cell
£930,718
- Young & Rubicam
£758,146
- Landor Worldwide
£520,483
- Hill & Knowlton
£414,865
- Balance of WPP companies
£1,386,717



Charity and community donations by cause

Total £3.6 million (\$5.8 million)

- Local community
£1,019,947
- Health
£735,241
- Education
£637,084
- September 11
£413,605
- Other causes
£403,543
- Arts
£307,002
- Environment
£86,523
- Drugs/Alcohol
£15,207



Employee volunteering

Our operating companies encourage their people to participate in community projects and charity work. Many executives in the parent company and operating companies give their time to support charities or foundations as board members and advisors. Below are some examples.

- WPP CEO Sir Martin Sorrell participates in programs at the following international business schools: London Business School; IESE, Spain; The Indian School of Business; Harvard Business School and Boston University. Sir Martin is a member of the UK's Council for Excellence in Management and Leadership. He is also on the Board of the Special Olympics.
- A strong ethos of employee volunteering can be found at Ogilvy & Mather in London, where the company has pledged to give each of their people one day of company time each year to volunteer for a good cause. Currently its people participate in three local projects: Toynbee Hall, a charity working to alleviate poverty and help disadvantaged people; Mudchute Park and Farm, Europe's largest city farm, where children learn about animals and the environment; and the East London Business Alliance, a business partnership encouraging the regeneration of east London, where volunteers provide mentoring for young people and teach numeracy and reading skills.
- In the US, Burson-Marsteller fundraises for the Juvenile Diabetes Foundation Walk-a-Thon. Last year, B-M teams raised \$66,000 – and had a lot of fun doing it. B-M CEO, Chris Komisarjevsky is regional chairman for the New York event, and B-M people walk in New York, Chicago, San Diego, Los Angeles and San Francisco. Employees also hold bake sales, give personal donations and sponsor walkers.
- Every December, J. Walter Thompson New York shuts its office and employees spend a day helping good causes around the city. The day, known as JWT Cares Day, is organised with the charity New York Cares. JWT people get involved in a range of projects, from organising a Christmas party at a home for the elderly or disabled, to helping children learn to read or painting community centres. The good work continues throughout the year as JWT encourages employees to participate in other New York Cares fundraising events. Teams from JWT help to clear up the city's parks and gardens as well as decorating local schools.

- At Geppetto, WPP's child marketing consultancy in New York, employees participate in a program called Everybody Wins where they read to kids at lunchtime.
- Using prize money from his Grand-Prix winning entry to WPP's Atticus Awards, Richard Armstrong of Ogilvy & Mather Asia Pacific spearheaded the construction of a much-needed kindergarten in Ca Mau, a remote and impoverished province of Vietnam. The kindergarten opened in Khanh Binh Tay village in 2002 and is run by the Christine Noble Children's Foundation. It provides 90 children with a valuable introduction to schooling as well as a safe and happy environment.

Social marketing

Social marketing is the fee work we do for governments, charities, corporations and other organisations working on social issues. Like our pro bono projects, this is an opportunity for our people to use their creativity to make a difference on some of today's biggest issues. WPP companies work on social marketing campaigns covering a diverse range of issues from child labour to literacy and air pollution. Below are just two examples.

- Ogilvy Outreach in India developed a campaign for client Castrol India to help drought-affected regions and boost sales of Castrol CRB Plus, a tractor lubricant. The company invested in water harvesting initiatives, including dam and canal repairs and the construction of water tanks. To mobilise local communities, the initiatives were introduced in partnership with local NGOs. Messages about the importance of water conservation and the role Castrol was playing were promoted through a diverse communications program, including puppet shows, banners and community meetings. The results? Over 100 hectares of canals and 47 hectares of dams were repaired; 42 farm bunds, 48 water tanks and two ponds were constructed. Top-of-mind recall for Castrol CRB Plus shot up from 45% to 91% during the campaign's first year.

■ Thompson Social is a specialised practice within J. Walter Thompson that applies marketing disciplines to social issues and builds strategic frameworks and communication strategies for large-scale social change initiatives. It works with clients across corporate, government and not-for-profit sectors. Based in Toronto, the practice works for clients including UNESCO, Magna International, Environment Canada, Multiple Sclerosis Society, Hospital for Sick Children, Concerned Children's Advertisers, and the Foundation for Active Healthy Kids. A recent example of work done with Magna is a cross-sectoral partnership aiming to identify and cultivate emerging leaders in America. The practice is working with Magna and Harvard University to develop a program that will redefine public service for young leaders, increasing its relevance and viability as a life path. This in-field program will be launched in America in 2004, with eventual global roll-out.

Cause-related marketing

Cause-related marketing (CRM), also paid-for work, enables marketers to fulfil commercial and CSR objectives at the same time. Many of our companies work with clients on this type of activity.

Several of our companies are collaborating on ground-breaking CRM research studies. For example, for the last eight years, WPP company Research International has led nine individual research studies on a pro bono basis with Business In The Community (BITC), a UK-based movement of 700 member companies committed to improving the positive impact of business in society. The partnership between BITC and Research International has been an important foundation in building the business case for CRM and understanding the needs of the three key CRM constituencies: businesses, consumers and charities.

The research, which reflects similar findings in the US, shows that:

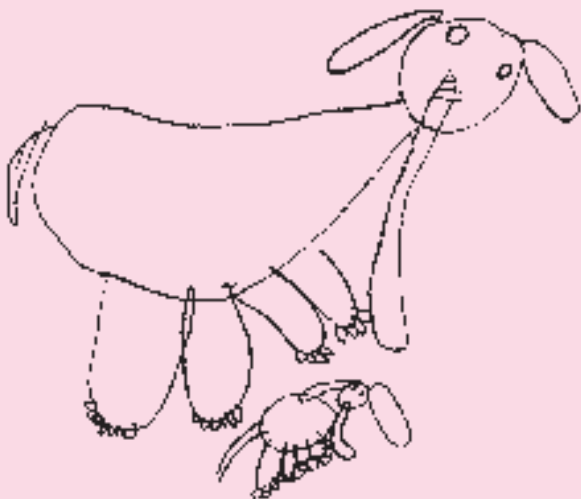
- Consumers see community involvement as important for a business; they are prepared to change their buying habits for a product or service linked with a charity or cause.
- 96% of UK consumers believe CRM programs are good for charities and other causes; nine out of 10 can name a specific CRM program.
- 77% of people participating in a CRM program said the experience had positively influenced their behaviour or attitudes towards the company or brand involved.
- 80% of fundraising executives believe CRM is an effective way of raising funds. The vast majority (92%) also feel that CRM will continue to grow in importance as a source of income.
- 70% of CEOs view CSR issues as critical to their business; 96% of marketing directors and community affairs directors appreciate the benefits of CRM in addressing both social and business issues.
- Consumers respond most positively when CRM programs are clearly communicated, make sense as a partnership, and deliver big benefits to the associated cause. Consumers are happy for the brand to prosper – they understand that CRM is about mutual benefit – but they want to see fair returns generated for the charity.

Business In The Community's director, Sue Adkins has praised the collaboration:

"The work Research International has done with us has been fantastic. It has enabled us to put cause-related marketing on the map in the UK, given us so many insights... helped us to develop and articulate best practice... enabled us to build Business In The Community's Cause Related Marketing Campaign and bring real benefits to society. We are immensely grateful for Research International's support, and also for the contributions of BMRB and Lightspeed and look forward to continuing this fruitful relationship in the future."

Nurturing talent

Beth Axelrod, Chief Talent Officer



We know that our business depends on talent – the diversity of people, their skills and creativity. Yet, there is no measure of talent and there’s no single way to grow and develop it. Motivating and growing art directors and copy writers is very different from helping account managers, planners and market researchers. Yet the unique talents of each of these contributors can and must be cultivated from those at the beginning of their careers to our most senior people.

But oddly, a focus on talent isn’t the norm across the industry. There’s so much focus on ‘the work’ but there’s a strange neglect of the talented people who do the work. That’s not good for the industry or its people, but it is an opportunity for WPP.

As chief talent officer at WPP, I only worry about talent – luring people, nurturing them, inspiring them and retaining them. What a privilege, and what an awesome responsibility. Awesome because we, as leaders, so readily affect the careers, professional lives and, if we are truthful, personal lives of those who work with us.

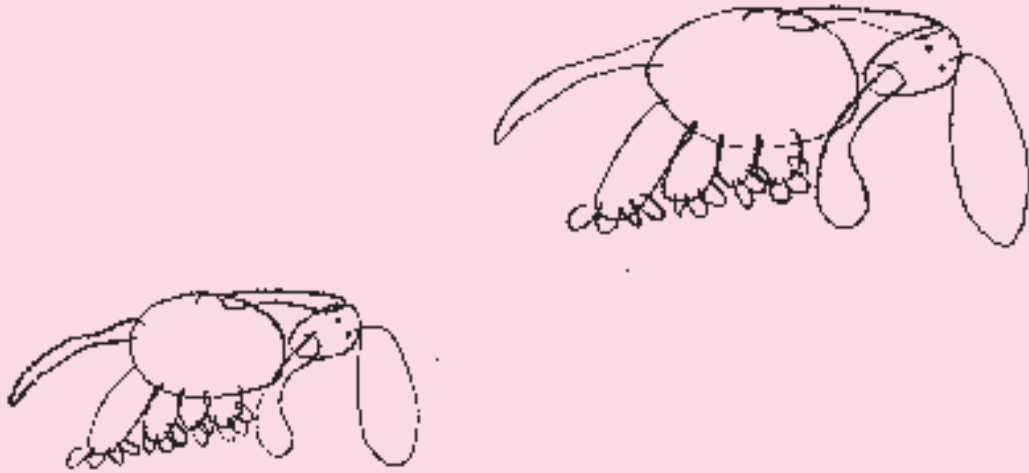
CSR in employment often sounds like pretty mushy stuff – words like respect, trust,

professionalism, caring, and affirming. These can make people wince, but, when practiced forthrightly and consistently, make a company an excellent place to work and a place that brings out the best in all its people.

Often it comes down to a self-fulfilling prophecy. When managers expect little of their people they get it. Conversely, when they respect, mentor and challenge people, they are usually surprised by the good results.

We hope all of our leaders understand this dynamic. We are encouraging them to consider the last few times they were too busy or too uncomfortable to give someone feedback, or missed an opportunity to give someone a role that would have stretched them. These were lost opportunities – for the individual and for WPP.

We want WPP’s operating company offices to be places where senior leaders are trusted by peers because they do what they say; they openly communicate and share information and they demonstrate trust in their people. In such an environment, discrimination would be unthinkable, harassment immediately dealt with and potential client conflicts or ethical dilemmas calmly discussed.



In such an office, we would all be more excited to show up to work each day, and less likely to look for new opportunities on the outside.

We also ask our leaders to recall the last person they saved from the brink of defection to a competitor. Why did they stay? Well honed people processes? Doubt it. Money? Doubt it, not in this economy. Opportunity? I hope so. Because they showed they cared? I'd bet on it. We all need to be valued for our unique contributions. It's almost embarrassingly simple yet so easily overlooked: it's the very little, human interactions that make a big difference in our job satisfaction and whether we decide to stay at a company.

How is this compatible with our intense performance orientation? Let's not kid ourselves. The pressure to perform can be daunting. Leaders at WPP are and should be tough minded about performance, but there is a distinction between being tough minded and mean-spirited. The former is being clear about what really matters in terms of winning new business, creating great work, growing great talent, delivering the numbers and driving hard in all those directions. It can be the excitement and juice of working here. The latter

is never okay. Mean-spiritedness in the workplace – belittling others, playing to their fears, being inappropriately harsh when speaking face-to-face and, even worse, gossiping and sniping behind their backs – has no place at WPP, ever.

Otherwise, the justifiable pride we take in developing our talent, promoting diversity, showing concern for the environment, the greater community, and the ethical validity of our work – in other words, all that comprises our corporate social responsibility – would be hollow, indeed.

WPP has a genuine ambition to attract and grow and retain the best talent it needs for its businesses to prosper worldwide. Through truly valuing each of our people and respecting and fulfilling their basic human desire to grow, we aspire to make WPP a distinctively attractive company in which every individual flourishes. ■

WPP as an employer

We are committed to being a company where our 69,000 people in 104 countries know they are valued and truly want to work. Our people's talent is what differentiates our enterprise from any other. Our mission is to develop and manage talent; to apply that talent throughout the world, for the benefit of clients; to do so in partnership; to do so with profit. Delivering the numbers and focusing on the bottom line is essential but, on its own, insufficient for our long-term success.

Managing talent exceptionally well is at the heart of WPP's strategy. Our people strategy has four elements:

- Development and growth.
- Remuneration and recognition.
- Diversity and business standards.
- Communication and sense of community.

Development and growth

The professional development of our people is an essential and far-reaching responsibility. We believe in the capacity of people to surprise even themselves in what they are capable of accomplishing when nurtured in a rewarding work environment. Job satisfaction contributes to client satisfaction and business results.

Our approach to professional development includes performance assessment, succession planning, job rotation, executive training – and lots of talking and listening. We aim for a culture where people are listened to and issues are freely discussed.

Performance assessment and succession planning

In 2003, we committed to conduct talent reviews and succession planning across our major businesses. This commitment is reflected in the operating company CEOs' 2003 strategic objectives, which are tied to their compensation.

Each CEO will lead rigorous development-focused reviews of their executive talent. Operating companies will give face-to-face feedback to individuals which will be followed-up by coaching, mentoring, and where appropriate job changes.

Job rotation

Most learning happens through job experience. We realise the importance of being thoughtful and deliberate in planning

job moves and recognise that we have room to improve in this area. We seek to understand our people's aspirations and find roles that keep them motivated and inspired. The talent reviews and feedback discussions will provide a forum for discussing this with employees.

Training

We believe that investment in our people is mutually beneficial. In 2002, WPP spent £21.4 million on training, equivalent to over £345 for every individual.

Since 1997, WPP has sponsored leadership courses in conjunction with the London Business School, Harvard Business School and others. Some 3,500 senior group professionals have participated.

Expanding and modifying these courses has been a priority in 2003, partly in response to the 2002 Executive Survey in which 83% of respondents said WPP should provide more leadership training. Two new courses have been introduced, aimed at developing creative leadership, client leadership and personal leadership. In 2004 we plan to extend the client leadership course to all WPP companies and introduce a course on leading a professional services firm.

Remuneration and recognition

Our reward programs have three goals:

- To make our compensation competitive.
- To create a strong link between pay and business performance.
- To develop an ownership culture.

Competitive compensation

Generally, we pay basic salaries at an average rate for the sector and position. We review salaries every 12, 18 or 24 months depending upon pay level. WPP participates annually in salary surveys to benchmark basic compensation across our various businesses and markets.

Pay for performance

On top of basic salaries we use incentives to reward exceptional performance. Our strategy is progressively to increase the proportion of performance-related pay relative to fixed basic pay. We aim to measure and reward the performance of the individual, the local office, the operating company and the Group. The main bonus programs are the annual bonus, long term incentives, stock options and the Leadership Equity Acquisition Plan.

Ownership culture

We want our people to be owners because we believe owners act and think differently – they are more committed and they work harder to grow the business and to meet the needs of clients. Owners share in the Group's collective success through the share value they help to create. It is this type of culture, one of initiative, involvement and enthusiasm that we wish to promote at WPP.

In 1997 WPP pioneered the first broad-based options plan in our industry. The Worldwide Ownership Plan provides options to all our people who work in wholly-owned companies and have had two years of service. Since its inception, we have granted options to more than 39,000 people through this plan.

Diversity and business standards

Every WPP company is a distinctive brand in its own right; each with its own identity and own area of expertise. This diversity enables us to be a potent competitor anywhere in the world.

Workplace diversity is a vital as well as legal part of our social responsibility. A diverse workforce provides a more stretching and enjoyable work environment; it also provides the insight, sensitivity and technical skills necessary to meet our clients' local, multi-local and global needs.

For more than a decade, the Group has implemented a non-discrimination policy. WPP upholds a commitment to hiring, developing, and promoting excellent people regardless of race, creed, colour, age, religion, sex, disability, sexual orientation, marital status, military service, national origin or ancestry. Our recruitment teams seek qualified candidates which reflect all the markets we serve.

We have a long-standing and excellent record of supporting women in their careers. Our CSR survey tracked gender equality in management. Across our businesses, 32% of executive directors and 53% of account directors are women. WPP also has workplace policies that support our Code of Business Conduct and help us ensure high business standards. These include policies on the use of the internet, the use of illegal drugs and conflicts of interest.

Other practices around balancing work and home life, such as telecommuting, part-time and flexible schedules and maternity leave are determined by operating companies.

Sometimes things can go wrong. As an additional safeguard, the Group instituted a Right to Speak policy in 2003 with a secure, third-party reporting process. This provides

a confidential way for people to report ethical issues, unusual accounting practices, questionable business transactions or circumstances, or unacceptable treatment of people, without fear of reprisals.

Communication and creating a sense of community

We place great importance on keeping people in our operating companies informed and promoting a sense of community across the Group. There are many initiatives in place to encourage people to expand their personal networks and their knowledge of the Group:

- Our annual Atticus Awards honour original thinking in communication services. The awards encourage people to look for new insights in their business and to publish their findings. The best submissions are published in the *Atticus Journal* for circulation to a wider audience.
- Our bi-annual Executive Survey.
- Our training courses provide executives with the opportunity to build their professional networks across WPP companies.

Some examples of the many internal communications available to all WPP people worldwide:

- www.insidewpp.com (the Group intranet).
- Navigator (directory of WPP companies).
- FactFiles (weekly fact sheets profiling companies, services, offers, capabilities).
- e.wire (monthly online news bulletin).
- *The WIRE* (WPP's global newspaper).
- The Catalog (member's handbook of WPP initiatives).

Employment plans

Our ongoing plans include:

- Continued investment in training.
- Extending client leadership courses to all WPP companies.
- Operating company CEOs to lead development-focused reviews for their executive talent.
- A continuing program of internal communications.

Let's not duck the difficult issues

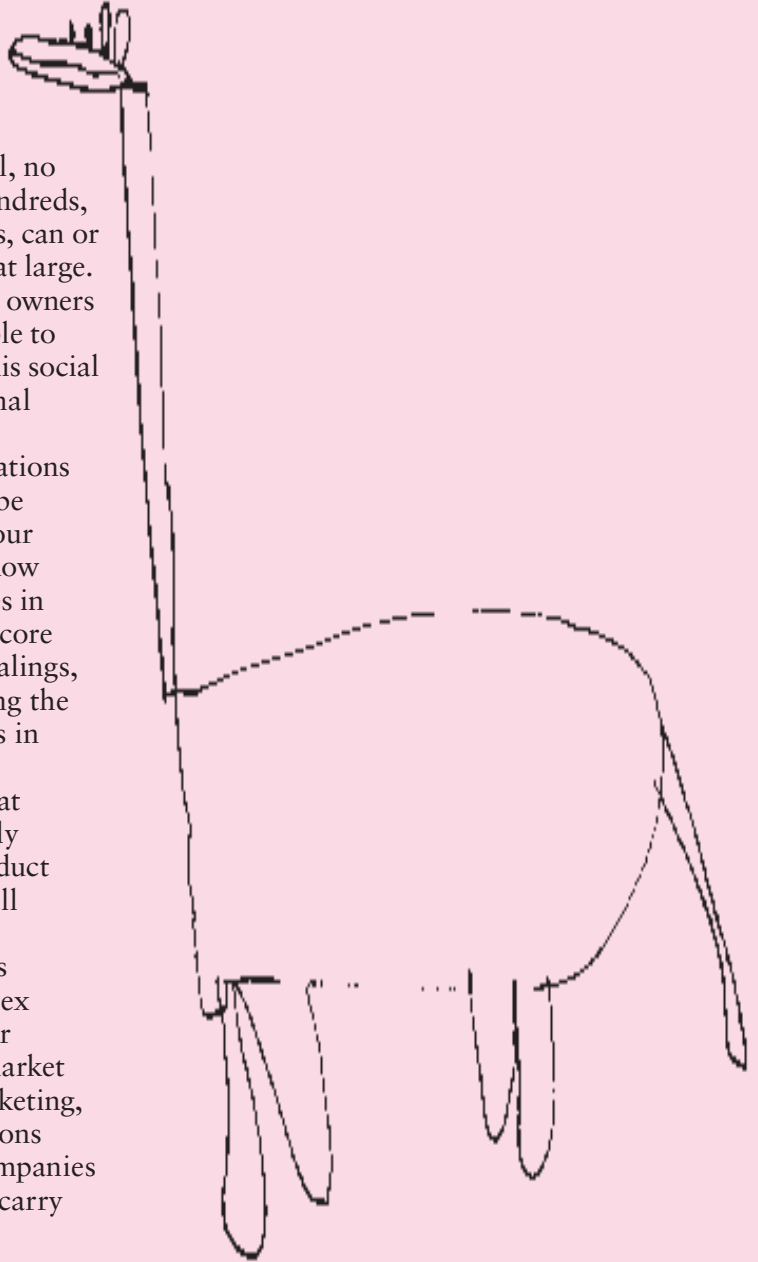
Howard Paster, Director

No business, no matter how big or small, no matter whether it has one office or hundreds, no matter what products or services it sells, can or should escape its responsibility to society at large. Certainly businesses are responsible to their owners and employees, but they are also responsible to the communities in which they operate. This social responsibility is magnified for international businesses operating across the globe.

Those of us at WPP have the same obligations as all international businesses. We must be sensitive to the environmental impact of our operations. We must be concerned about how we treat our tens of thousands of employees in dozens of operating companies in several score countries. We must be ethical in all our dealings, and always remain sensitive to maintaining the proper relationship with the governments in those countries in which we operate.

Simply put, our business success, like that of any global business, is measured not only in financial results but also in how we conduct ourselves – at the parent company and at all the operating companies.

But in very important ways, WPP and its operating companies must confront complex and difficult issues of CSR that are peculiar to our business. Whether advertising, or market research, or public relations, or direct marketing, or any other of the specialist communications services of which WPP is so proud, our companies and the people who make them successful carry a special set of responsibilities.



Being a responsible business in our industry means dealing with questions like these:

- Does marketing to children exploit the innocence of young people and encourage them, for example, to adopt unhealthy eating habits?
- Should we represent a country cited by respected non-governmental organisations (NGOs) for human rights abuses?
- Are there products which, while lawful, should nonetheless not be marketed to certain segments of the population, or perhaps not marketed at all?
- Are the political activities and fund-raising of those employed in our public affairs companies consistent with law and accepted standards of ethical conduct?
- Should WPP public relations agencies pay for news coverage in markets where it is common practice?

These are what we mean by ‘marketing ethics’ and are but a few of the difficult questions confronted by the operating companies of WPP in the normal course of business. Questions of this sort certainly expand the more conventional notion of CSR, and suggest that WPP’s operating companies must continue to be willing to look beyond narrow financial criteria in making important business decisions.

What may not be as readily obvious, however, is that this is not meant to be wholly altruistic. Quite the contrary: acknowledging the higher responsibility of our operating companies is actually very much in the interest of our clients and WPP. This is so for two reasons:

- There is ample evidence that well-reputed companies that take their CSR seriously are rewarded in improved trading, recruitment and retention of the best talent, and other important business measures; and
- Failing to ask ourselves the important difficult questions that arise in the normal course of our business creates the serious risk that we could do real harm to the very clients we are trying to serve.

Ducking the hard questions, then, is not the answer. But if we cannot avoid the hard questions we must make sure they are asked thoughtfully, and disposed of correctly.

This cannot be done with edicts from the parent company, neither can our operating companies be left alone to set their own ethical standards. WPP does have clear standards of professional behaviour that are well set out in our Policy Book and Code of Business Conduct, and to which the leaders of those companies must subscribe. But those standards are, of necessity, general in their nature.

Historically, the burden has fallen to each operating company to interpret those standards in the normal course of business, and to make sometimes difficult decisions about what is correct. This may require declining the business of prospective clients whose history or business practices do not meet acceptable norms. Or it may require telling a client we will not market certain products, for example, alcohol, to young people under a certain age. Or it may mean insisting that a client’s advertising content and media buying strategy do not inappropriately exclude certain groups in the population.

This difficult set of choices, meant to ensure we conduct our business in a socially responsible manner, can be the source of real discomfort. While it would be convenient if all such choices were simply black or white, life is not so accommodating. There are many shades of grey. But the difficulty of the decision does not permit us to walk away from it.

We believe that this approach has served us well until now. But the increased focus on CSR, in particular by the investment community, means that we can no longer simply say, ‘trust us to make the right decisions’. We now need to be able to demonstrate how we ensure that consistent standards are applied throughout the Group and what procedures are used when difficult cases arise.

As long as we choose the role of public communicators, and practice our individual crafts within WPP, we must be willing to address and to resolve difficult issues at the nexus of social responsibility and commercial opportunity. ■

WPP and marketing ethics

As Howard Paster, Board director with responsibility for CSR, illustrates on page 20 and 21, marketing inevitably involves questions of ethics. These range from basic industry standards such as presenting products fairly to consumers, to subjective judgements of taste and decency.

One of the most difficult dilemmas we face is deciding when a business opportunity is unacceptable to us because of the nature of the product, parent company or, in the case of government clients, the nature of the regime.

Although there will never be complete agreement on these issues we are committed to full compliance with the law and industry codes of practice wherever we operate. This commitment is incorporated in our Code of Business Conduct that states:

“We will not knowingly create work which contains statements, suggestions or images offensive to general public decency or to minority segments of the population, whether that minority be by race, religion, national origin, colour, sex, sexual orientation, age or disability.

We will comply with all applicable local laws and regulations, and any other laws with an international reach, such as the US Foreign Corrupt Practices Act, where relevant.”

WPP companies report annually on compliance with the Code to the Audit committee.

As part of our CSR program we are establishing a framework for ensuring that our operating companies are managing ethical issues appropriately. We will:

- Establish a CSR committee across major Group companies to oversee policy and coordinate activity.
- Ensure each company nominates a senior CSR representative.
- Ensure Group audit identifies risks and confirms management practices.
- Require companies to report annually to the parent company via a strengthened CSR survey.
- Track worldwide infringements of regulatory codes of practice or regulations.

These steps are intended to ensure that our companies have appropriate processes for managing the issues themselves.

We are actively involved in developing industry codes of practice. Many of the professionals in our operating companies contribute to specific marketing codes including the development of guidelines for advertising and children, and for marketing of food products and medicines.

For example, Matt Giegerich, president and CEO of CommonHealth, WPP’s healthcare network, and Jed Beitler, chairman and CEO worldwide of WPP healthcare communications company Sudler & Hennessey, belong to the Coalition for Health Communications, an industry group set up to ensure compliance with standards for communications in the sector. Julie Halpin, CEO of our child marketing unit, The Geppetto Group, is a member of the children in advertising regulator, caru.org.

Marketing ethics targets

In 2004 we will:

- Report the number of infringements of marketing industry codes of practice and regulations.
- Work with our operating companies to identify high-risk client relationships.

WPP and the environment

As an office-based company we have a relatively small environmental impact compared with companies in other industries. However, we take environmental issues seriously and aim to minimise the impacts associated with our offices.

We have prioritised three issues – energy, paper and recycling – and will be working on these with our 10 biggest offices worldwide.

We plan to collect data on energy consumption, paper purchase and recycling from these offices during 2003 and will report on the results in our next CSR Review.

Purchasing

WPP companies spend millions of pounds each year on a range of goods and services from IT equipment to business travel, stationery and professional services.

Collectively the suppliers of the products and services we purchase have an impact on the environment and the communities in which they operate. We believe that we should treat our suppliers fairly and that they should protect the environment and treat their people well.

Currently, most purchasing decisions in WPP are made locally. This makes it more difficult to manage the CSR issues in our supply chain. We have set up a Global Procurement team to help us develop a co-ordinated approach to procurement and achieve cost savings. This will provide an opportunity to introduce social and environmental criteria into our supplier selection processes.



In Brazil 11 WPP companies are working together on a new recycling project – the WPPaper Club.

Waste paper from each company is collected and donated to ADERE, a local community organisation that provides support and employment to people with learning disabilities. They are trained to sort and recycle the waste paper into new products such as stationery.

Ten percent of the stationery is given back to the WPP companies for use in their offices. The rest is sold to help support ADERE's work.

In the first year WPP companies donated four tonnes of waste paper. They aim to increase this by raising awareness of the Paper Club project among WPP people and by encouraging client companies to get involved.

Environmental targets

In 2004 we will:

Establish a performance baseline in our 10 biggest offices for:

- Energy consumption.
- Paper recycling and purchase of recycled paper.
- Recycling of other materials including toner cartridges, cans, glass and computer equipment.

Purchasing targets

During 2003/2004 we aim to:

- Adopt a procurement policy and guidelines for evaluating and selecting suppliers. The guidelines will include social and environmental criteria.
- Create a suppliers' charter in partnership with our major suppliers to govern our relationships.
- Develop performance indicators to help us become a customer of choice.

Working in partnership: CSR case studies

Charities and other non-profit organisations all operate in highly competitive markets. They need professional strategic and creative assistance at least as much as the most red-blooded of private-sector companies. Yet such funds as they have are desperately needed by the causes they're fighting for.

All round the world, WPP companies are helping to bridge this gap, working for nothing or at cost. Nobody knows the precise number of pro bono campaigns handled by all our companies: it runs into thousands. Nor is it possible to calculate the total value of such contributions; but it runs into millions. These pages highlight just a few of those campaigns. They give vast satisfaction to those of our people who willingly donate their time and their talent. We wish we could publicly honour them all.

The Topsy Foundation: Supporting families affected by AIDS

WPP company

Ogilvy & Mather, South Africa

What we are doing

South Africa faces a devastating AIDS epidemic and children are some of the worst affected. By 2010 it is estimated that a quarter of the people living in South Africa will be dead as a result of AIDS, leaving 4.8 million orphans.

The Topsy Foundation (www.topsy.org.za) provides care and support for families and communities affected by AIDS. As one of the largest AIDS organisations of its kind in the world, Topsy's work covers three main areas:

- Home-based care and community outreach for over 1,200 families in South African townships, including food, social welfare, clothing and medical services.
- In-house care for children who have lost their families through AIDS and need permanent third-party care.
- The alleviation of poverty through skills training and employment in Topsy projects such as brick-building, pottery, ceramics, glassware and candle-making, as well as a beadwork and sewing initiative for women who have become the main breadwinner due to AIDS and need income to support their families.

Ogilvy & Mather South Africa is one of the Foundation's principal sponsors providing support worth up to 1 million rand a year (approximately £80,000).

The company pays for all Topsy's printing and transport costs as well as the salary of the Topsy Foundation founder Duke Kaufman. The charity's administration centre is housed in the Ogilvy campus in Johannesburg free of charge.

Ogilvy people also lend their marketing and communications support to the foundation – preparing advertising and public relations work at no cost to the charity.



Ashoka: Innovators for the public

WPP company

Hill & Knowlton, USA

What we are doing

Creative ideas have the power to change the world. This is the view shared by Hill & Knowlton and their pro bono partner, Ashoka, a global not-for-profit organisation.

Ashoka provides professional and financial support to social entrepreneurs – people with innovative ideas for improving life in their community, and the drive and determination to carry them out. With support from Ashoka, the entrepreneurs, known as 'Ashoka Fellows', can focus full-time on implementing their vision.

Hill & Knowlton is lending its communications expertise to Ashoka and the Ashoka Fellows. Since 2002, H&K employees in North America have been providing pro bono support on branding and positioning, media training and media relations. The H&K offices in South America and Europe have also started similar projects.

Support so far includes:

- Providing media training to the College Summit program in the US, which helps low income students learn how to enrol in college. The training helped College Summit gain the support of celebrities to act as ambassadors for the charity.
- Helping the Gay-Straight Alliance Network (GSA) publicise its anti-harassment lawsuit win. The lawsuit has helped bring about reforms in US schools to tackle harassment and discrimination based on sexual orientation.
- Providing ongoing strategic counsel for TransFair USA employees to help them raise awareness about fair trade among consumers. H&K has helped TransFair develop media training for farmers in coffee-producing countries so they can talk to the media about the importance of fair trade.

The company hopes to involve more H&K offices worldwide in its partnership with Ashoka.



Janet Jarman

The Forward Arts Foundation: Inspiring art; helping the homeless

WPP company

Forward, UK

What we are doing

Forward takes its social responsibilities seriously. The company is helping to bring poetry and the arts to a wider audience as well as raise money for the homeless.

Each year the company donates about £30,000 to the Forward Arts Foundation. This donation helps support a range of initiatives including:

- The Forward Poetry Prizes – an annual poetry competition that honours established and up and coming poets.
- Big Arts Week – helping professional artists to volunteer their time and share their skills with local schoolchildren.
- Bedtime Reading Week – a national campaign to inspire more parents to read with their children.

The company also helped to set up the StreetSmart charity. Every year during November and December, hundreds of restaurants across the UK add a £1 voluntary contribution to each customer's bill. This money is distributed by StreetSmart to a range of local homeless charities. In 2002 the campaign raised £311,576.

Forward supports StreetSmart by providing valuable office space, creative and administrative staff, and producing all the marketing and publicity literature the charity needs.



World Vision: Educating the street children of Kenya

WPP company

Research International, worldwide

What we are doing

The Mully Children's Home provides a home for street children in Kenya who have no one to look after them. The children are given care and support, and receive an education and vocational training.

A good education is vital – it enables young people to find employment when they grow up and helps prevent them falling back into poverty.

Research International is working with the charity World Vision to help support the Mully Children's Home. Through a 50:50 combination of corporate sponsorship and employee fund-raising, the company is paying for nine young people from the Home to go to university. It is giving \$2000 a year for each student over the next three years to help support them through their studies.

Result

After their first six months at university all nine students are doing well and have achieved good exam results.



**Tommy's:
Cross-Group support for healthy babies**

WPP companies

J. Walter Thompson, MindShare, Portland and Enterprise IG, UK

What we are doing

Tommy's is a UK-based baby charity that funds a national programme of research, education and information aimed at understanding and preventing miscarriages, stillbirths and cot deaths.

Four WPP companies have been working together to support Tommy's fundraising activities and to generate a higher profile for the charity and its work. The cross-Group work is co-ordinated by MindShare Worldwide COO and Tommy's trustee, Dominic Proctor.

J. Walter Thompson took on the strategy and creative work and has produced two advertising campaigns, with all production costs, including £250,000 worth of photography and art direction, provided free of charge. The 2002 campaign won an IPA Effectiveness Award, against competition from campaigns with multi-million pound budgets.

Through a MindShare appeal directly to media owners, over £3 million worth of media time and space has been donated to date, free of charge. WPP's outdoor media specialists, Portland, secured prime poster and ambient opportunities.

Enterprise IG redesigned the Tommy's branding and produced a comprehensive identity guidelines booklet. It was also involved in the design of the new Tommy's offices, including the production of display graphics for the workspace. Again, this work was provided free of charge.

**Partnership Against Drugs:
Communicating a stronger message**

WPP company

Ogilvy & Mather, Brazil

What we are doing

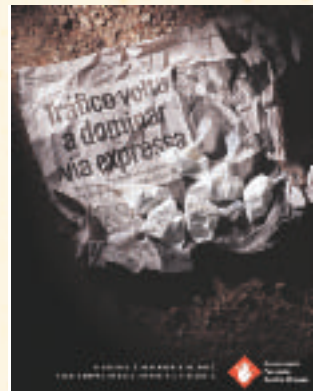
Over the last decade, Brazil's drug problem and the violence associated with it has escalated. In a pro bono campaign created for the Partnership Against Drugs, Ogilvy & Mather developed a ground-breaking advertising campaign.

The message of the campaign was bold and direct: "Drug dealers depend on you." It demonstrated that drug users harm not only themselves but the whole of society by funding drug dealers and perpetuating the violence of the drug trade.

Three commercials ran in prime-time spots, ads were carried on billboards across Brazil's major cities and a live e-mail debate was held on Fantastico, Brazil's most popular TV show. The campaign sparked a national debate and continues to be a topic of discussion

Results

- According to a poll held by *O Globo*, one of Brazil's largest newspapers, over 80% of the people support the campaign.
- In other research, more than 20% of 16-24 year-olds said that they knew someone who stopped buying drugs to avoid giving money to a drug dealer.



**SANE Australia 2002-03:
A year's commitment**

WPP company

Sudler & Hennessey, Australia

What we are doing

Every year since 1999, the Sydney office of Sudler & Hennessey, a global agency group servicing clients in the healthcare sector, has supported a single healthcare charity for 12 months, through fundraising and pro bono advertising.

The commitment to each new charity is launched at a major fundraising event, held at the Sydney Opera House on the day of Australia's premier horse race, the Melbourne Cup. Agency creatives theme the event and produce innovative, memorable invitations – they have won global awards on a number of occasions. Funds raised on the day are presented to the charity of choice which then becomes a pro bono account for the duration of that year.

During 2003, S&H worked with SANE Australia, an information and referral organisation for schizophrenia and other mental disorders. S&H developed a diverse promotional campaign including postcards targeting young people, posters in medical clinics, a radio commercial, and ambient media placements, to raise awareness of SANE's phone helpline. Almost A\$80,000 worth of printing, media and talent was negotiated by S&H on behalf of SANE.

Other organisations to have benefited from S&H's unique approach to fundraising are:

- Australian Cord Blood Foundation
- Arthritis Foundation
- Alzheimers Association
- Childrens Leukaemia & Cancer Research Foundation
- Glaucoma Australia (2003-04)

Results

- Funds raised on Melbourne Cup Day amounted to A\$20,000.
- Calls to the SANE helpline have almost doubled during the past 12 months.



**University Partnerships:
Developing tomorrow's leaders**

WPP company

Burson-Marsteller, worldwide

What we are doing

Burson-Marsteller is committed to shaping tomorrow's thought leaders by forging relationships with universities and professional organisations around the world.

At Boston University's College of Communication, The Harold Burson Chair in Public Relations has been established. The College of Communication is dedicated to the proposition that a free flow of ideas and accurate information is vital to the development of modern democratic societies. Its mission is to provide an educational centre of excellence focused on teaching, research and service in the study and professional practice of public relations and public affairs. The Harold Burson Chair and endowment support these efforts. Through the Harold Burson Leadership Forum, public symposiums are held to encourage debate on compelling issues such as anti-Americanism, corporate responsibility and crisis management.

Burson-Marsteller has also established a Harold Burson Scholarship Fund at Fudan University College of Journalism in Shanghai. Founded in 1929, Fudan is China's oldest and most prestigious journalism school. Worldwide, the firm's professionals share their expertise by lecturing at universities, writing articles and books, mentoring interns, and contributing to industry organisations.

Mr. Harold Burson is the founding chairman of Burson-Marsteller, a leading global public affairs and public relations consultancy.



National Campaign to Prevent Teen Pregnancy: Breaking the silence

WPP company

The Bravo Group, New York

What we are doing

Hispanics have the highest teen birth rate in the US, nearly double the national average. More than three out of five Hispanic teenage girls will become pregnant at least once before the age of 20. The National Campaign to Prevent Teen Pregnancy approached Hispanic communications company Bravo for support in working with the Hispanic community on this issue.

Through research, Bravo found that Hispanic parents did want to counsel their children about teen pregnancy, but were held back by cultural taboos that prevented open discussion, by a lack of parental control and by a communication skills gap. Parents said they would gladly welcome credible information and materials to help them communicate.

Bravo created a cross-media creative campaign, 'Breaking the Silence', to empower parents to discuss the issue of teenage pregnancy more freely. The campaign included brochures distributed at grass roots level through national and local institutions and churches, postcards, posters, pro bono advertising through Bravo's media partners, the use of leading Hispanic spokespeople, and a bilingual interactive website designed for parents, teens and professionals.

Results

- Over 170,000 posters, postcards and brochures were distributed.
- The website received two million hits in the first month of launch, double the previous average.
- Parent feedback indicated that the creative materials provided an effective catalyst in discussions with their teens.



Right To Play: Supporting every child's right to play

WPP company

Wunderman, Canada

What we are doing

Right To Play (formerly known as Olympic Aid) is an athlete-driven humanitarian organisation bringing sport and play to the world's most disadvantaged children and communities. It sends teams of volunteers to run sport and play programs with refugees, former child soldiers and children orphaned by HIV/AIDS. It currently operates in over 20 countries throughout Africa, Asia, Latin America and the Middle East.

Wunderman Canada became involved with Right To Play when tasked with creating a website for the organisation that tied in with the 2002 Winter Olympic Games in Salt Lake City. The website brought together Right To Play's wide-ranging goals and constituencies into a central online meeting place for prospective volunteers, donors, corporate sponsors, athletes in the field and anyone interested in the organisation's work.

Wunderman developed an easily navigable website that:

- Promoted Right To Play as a visionary leader in the not-for-profit humanitarian sector.
- Encouraged fundraising through an eBay partnership for auctioning athlete memorabilia.
- Demonstrated the impact of Right To Play programs in the field.
- Established an online brand identity that would endure beyond the 2002 Games.

Results

During the Games, counters logged 263,666 hits on the auction pages, resulting in 11,147 bids on eBay which sold all 670 memorabilia items. Nine site visitors became Right To Play volunteers, and multi-million dollar government donations were received from The Netherlands, Norway and Canada.



Karen Beate Nosterud

The American Cancer Society's Hope Lodge: A home away from home for cancer patients

WPP company

VML, USA

What we are doing

The American Cancer Society's Hope Lodge is the only free, temporary housing facility in the Kansas City area devoted to meeting the needs of adult cancer patients and their caregivers travelling to the area for treatment.

VML's CEO, Matt Anthony, took on the challenge of fundraising for Hope Lodge by chairing Shave to Save, an event that recruits area business leaders to raise money for cancer by shaving their heads.

In addition to creating the brand identity elements and promotional materials, VML also handled event management, and four VML executives volunteered to shave their heads in the effort to raise money. VML employees stepped up to the fundraising plate with nearly 100% employee participation in a variety of events including an executive pie throw, an auction and a raffle. The event received much local publicity, with executives from many of the area's top companies participating. Online fundraising and direct e-mail played a major part in the event's success, allowing business partners from around the country to take part quickly and easily.

Result

The Shave to Save event raised more than \$140,000 for the American Cancer Society's Hope Lodge, with VML raising nearly half that amount through its own internal efforts.

With these funds, Hope Lodge will be able to dramatically improve the amenities it provides its guests. It will use the funds to support a variety of improvements including updated guest suites, free laundry facilities, computers with internet access, a mini-library, game tables, televisions and a sunroom on each floor.



The Order of St. John: Promoting charitable activities worldwide

WPP company

Enterprise IG, UK

What we are doing

The Order of St John encourages and promotes all works of humanity and charity for the relief of people in sickness, distress, suffering or danger, without distinction of race, class or religion.

Its activities include an eye hospital in Jerusalem, St John Ambulance, whose services range from ambulances to first aid and youth services, and Pories and National Councils which sell health-related goods, produce health-related publications, and provide other related services.

The Order is active in the UK, South Africa, Australia, New Zealand, the USA and Canada as well as in some 30 developing countries. It carries out its work through gifts of time, expertise, money and other resources, and through funds generated by selling health-related goods.

Enterprise IG was invited to design a single logo and visual identity that, within a period of five to 10 years of its adoption, would be used for all international purposes (except chivalric). The aim was to create an identity to engage and inspire new generations of people both within the Order as well as prospective sponsors and recipients of charitable services, thus effectively bridging the divide of a proud, rich, longstanding heritage and the challenging realities of the 21st century. Key objectives were:

- To project a distinctive image of a coherent, unified worldwide Order.
- Project an image consistent with the Order's heritage, mission, vision, values and future direction.
- Command maximum support throughout the Order.
- Promote the Order's charitable and commercial activities worldwide.

The project is currently in the final stages of completion.

“Enterprise IG's approach has been highly professional: creative, thorough, persuasive and sensitive to the Order's objectives and its internal diversity. We have greatly enjoyed the experience of working with them, have learnt some valuable lessons and are most grateful for the company's generosity in working for us pro bono.”

**Sir Anthony Goodenough, Secretary General,
The Order of St. John**

2007 Special Olympics: Breaking down barriers in China

WPP company

Burson-Marsteller, China

What we are doing

Burson-Marsteller is working with Special Olympics to help improve opportunities for the intellectually disabled in China, where there may be as many as 20 million intellectually disabled people, many hidden from the public by their families.

Special Olympics is an international organisation dedicated to empowering intellectually disabled individuals to become physically fit, productive and respected members of society through sports training and competition. It is the world's largest amateur athletic organisation, with one million participants in over 150 countries. As part of an aggressive growth initiative, Special Olympics wished to build China's program participants from 30,000 to 500,000 in five years. A daunting task for a staff of five, facing a wall of societal misperceptions and taboo around intellectual disabilities.

Burson-Marsteller worked with Special Olympics to develop outreach programs to encourage the support of the Chinese government, capitalising on China's successful bid to host the 2008 Olympic Summer Games. Two years of outreach, including a tour by Olympic Gold Medal winners, has resulted in the Chinese government becoming so engaged that Shanghai won the bid to host the 2007 Special Olympics World Games.

The number of people with intellectual disabilities participating in Special Olympics programs has begun to swell. Helped in large part by this campaign, Special Olympics is well on its way to the goal of 500,000 athletes and coaches by 2005, having grown by nearly 40% since the start of the campaign to approximately 110,000 intellectually disabled Chinese participants.



Giving Back: Activities at a local level

WPP company

SMG/KRC Millward Brown, Poland

What we are doing

Research company SMG/KRC Millward Brown has a philosophy of giving back to the society in which it operates. Here is a snapshot of some of its recent pro bono activities:

- A research study for the Polish department of the International Advertising Association. The study measured the effectiveness of their "Drink milk" social marketing campaign, designed to promote milk as a healthy, tasty and trendy drink. It found that as a result of the campaign, the number of consumers claiming that milk is tasty has more than doubled.
- Support for Integracja (Integration), an organisation that assists the disabled. SMG/KRC Millward Brown's research enables the charity to assess the effectiveness of its work including its "Are we really different?" campaign aimed at reducing the psychological and social barriers that disabled people face and promoting acceptance of the disabled in society, and "Shallow imagination," a campaign to prevent injuries caused by jumping into water of unknown depth.
- Helping the Polish TV station, TVN, run a campaign against child abuse. Throughout the campaign SMG/KRC Millward Brown ran surveys testing its effectiveness, and helped to prepare creative materials.

The company also supports local communities by providing computers to schools in disadvantaged areas and making donations to orphanages and a children's sports club.



Here is a sample of the thousands of organisations that WPP companies have helped during 2001

■ Adena WWF, Spain ■ Advertising Educational Foundation, USA ■ AKIM, Israel ■ Alcoholics Anonymous, Brazil ■ Aleh, Israel ■ AMCHAM, Brazil ■ American Diabetes Association, USA ■ American Foundation for AIDS Research, USA ■ American Heart Association, USA ■ American International Museum, USA ■ American Red Cross, USA ■ Amnesty, Finland ■ AMREF, Italy ■ Anti-Cruelty Society, USA ■ Anti-Drug Alliance, Puerto Rico ■ APCD-Partnership Against Drugs, Chile ■ Arrastao (ONG), Brazil ■ Art Gallery of New South Wales, Australia ■ Asociación Civil de Esclerosis Múltiple, Argentina ■ Asoka Lama Nivasa, Sri Lanka ■ Associação Protecção À Víctima, Portugal ■ Association Espanola Contra el Cancer, Spain ■ Atlanta High Museum of Art, USA ■ Auxilia, Lebanon ■ B.A.Y. Fund, USA ■ Bantay Kalikasan (Nature Watch), The Philippines ■ Batten Disease Support & Research Association, USA ■ Behbud Society for the Aga Khan University & Hospital, Pakistan ■ Beit Issie Shapiro, Israel ■ Beit Noam, Israel ■ Belgian Federation for Cancer, Belgium ■ Boy Scouts of America, USA ■ Brady Center to Prevent Gun Violence, USA ■ BraveKids, USA ■ Brazilian Institute for Cancer Prevention, Brazil ■ British Legion, Kenya ■ Bronx Preparatory Charter School, USA ■ Budapest Festival Orchestra, Hungary ■ Business Arts Council, USA ■ Business Council for International Understanding (BCIU), USA ■ Business In the Community, UK ■ Campaign for Americas Children, USA ■ Cancer Patients Aids Association, India ■ Casa de Esperanza, USA ■ Casey House Hospice, Canada ■ CATCH, USA ■ Center for Social Research, India ■ Central Park Conservancy, USA ■ Charity Network, UK ■ Chicago Arts United, USA ■ Chicago Children's Museum, USA ■ Chicago Museum of Contemporary Art, USA ■ Chicago Redmoon Theater, USA ■ Child Advocates, USA ■ Childline India Foundation, India ■ Childline, South Africa ■ Children's Hospital of Westmead, Australia ■ CIAI, Italy ■ College for PAN European Youth, Austria ■ Community Services Society, USA ■ Comunidade Ativa, Brazil ■ Concern India Foundation, India ■ Concours de Elegance, USA ■ Conservation International, Brazil ■ Contemporary Art Museum, Turkey ■ Cotlands Baby Sanctuary, South Africa ■ Cranbrook Schools Horizons - Upward Bound, USA ■ Crisis at Christmas, UK ■ DC Children's Trust Fund, USA ■ Deirdre O'Brien Child Advocacy Center, USA ■ Detroit Drug Enforcement Administration, USA ■ Detroit Women's Committee for Hospice Care, USA ■ Deutscher Tierschutzbund, Germany ■ Dietitians Association of Australia, Australia ■ Doi Tung, Thailand ■ Dress for Success, USA ■ Drive Smart, USA ■ Drive Smog Free, Canada ■ Drop The Debt, USA ■ Dubai Community Theatre, Dubai ■ Dutch Foundation for Stutter Disorder, The Netherlands ■ East Rand Children's Trust, South Africa ■ Eating Disorders Awareness Program, USA ■ Ejercito de Salvación, Argentina ■ Environmental Entrepreneurs, USA ■ Epilepsy Center of Michigan, USA ■ Epilepsy Foundation of New Jersey, USA ■ Erez Polytechnic, Israel ■ Escuela de Artes Plasticas, Puerto Rico ■ Family Friendly Programming Forum, USA ■ FEBEM-Juvenile Rehabilitation Center, Brazil ■ Festival Committee of Cologne Carnival, Germany ■ Food Bank (Abrincio), Portugal ■ Forgotten Harvest, USA ■ Foro Ecueménico Social, Argentina ■ Forum for the Future, UK ■ Foundation for Better Healthcare, USA ■ Francis House Children's Hospice, UK ■ Franklin Township Food Bank, USA ■ Friend's Association of the State Art Museum, Brazil ■ Friends of the Chicago River, USA ■ Friends of the Earth, UK ■ Fundacio Carreras, Spain ■ Fundacio F.C. Barcelona, Spain ■ Fundacio Winterhur, Spain ■ Fundación Endeavor, Argentina ■ Fundación Las Rosas, Chile ■ Fundación López Pérez, Chile ■ Fundación Padre Hurtado, Chile ■ Fundación Ramon Rubial, Spain ■ Fundacion Tierra de Hombres, Spain ■ GAPA-Aids Support and Prevention Group, Brazil ■ Gertrude's Garden Children's Hospital, Kenya ■ Gilda's Club, USA ■ Global Summit of Women, Hong Kong ■ Global Summit of Women, Spain ■ Graham Windham Services To Families And Children, USA ■ GRASP Orang Utan Foundation, Indonesia ■ Greenpeace, Hong Kong ■ Ground Level Youth Ventures, Canada ■ Habitat for Humanity, The Netherlands ■ Heritage Conservation Society, The Philippines ■ Hogar de Cristo, Chile ■ Homeless Children of Romania, Austria ■ Hope for African Children, USA ■ Hope, Brazil ■ Hospice Association, Singapore ■ Houston Museum of Fine Arts, USA ■ Hungarian League against Cancer, Hungary ■ Incauca, Argentina ■ In-Motion Website, USA ■ Institute Against Violence, Brazil ■ Instituto Nacional de Menor, Uruguay ■ Interfaith House, USA ■ International Academy for Education and Democracy, Denmark ■ International Association of Fire Chiefs, USA ■ International Humanitarian Campaign against the Exploitation of Children, USA ■ International Rett Syndrome Association, USA ■ Intervita, Italy ■ Irish Cancer Society, Ireland ■ Italian Cultural Institute, USA ■ J.P. McCarthy Memorial Pal Invitational, USA ■ Jane Goodall Institute, The Netherlands ■ Joel Hall Dance Center, USA ■ Joffrey Ballet, USA ■ Junior Achievement, USA ■ Junior Achievement, Venezuela ■ Juvenile Diabetes Research Foundation, USA ■ Kennedy Center, USA ■ Kenya Forest Working Group, Kenya ■ Kidney Foundation, Canada ■ King Project, Thailand ■ Komen Race for the Cure, USA ■ La Marato, Spain ■ Learning Leaders, USA ■ Lebanese Osteoporosis Prevention Society, Lebanon ■ Lega Cani, Italy ■ Lega Tumori, Italy ■ Lekotek, Argentina ■ Life Line, South Africa ■ Livilinien, Denmark ■ Illinois Institute of Technology, USA ■ Los Angeles Urban League, USA ■ Lustgarten Foundation for Pancreatic Cancer Research, USA ■ MAC-Contemporary Art Museum, Brazil ■ Madison Square Boys and Girls Clubs, USA ■ Make A Wish Foundation, USA ■ Malaysian Association for the Blind, Malaysia ■ Marlin Advocates for Children, USA ■ Marine Stewardship Council, UK ■ MASP-Sao Paulo Art Museum, Brazil ■ Matan – Your Way to Give, Israel ■ Mattel Foundation, USA ■ Mavin Foundation, USA ■ McCarty Cancer Foundation, USA ■ Medecins sans Frontieres, Switzerland ■ Misericordia Heart of Mercy, USA ■ Montreaux-Detroit Jazz Festival, USA ■ Multiple Sclerosis Society, Canada ■ Museu Nacional d'Art Catalunya, Spain ■ National Capital Red Cross, USA ■ National Center for Family Literacy, USA ■ National Center on Institutions and Alternatives, USA ■ National Council on Economic Education, USA ■ National Football Association, USA ■ National Immigration Forum Board, USA ■ National Mentoring Partnership, USA ■ National Music Center and Museum, USA ■ National Quality Institute, Canada ■ National Sea Rescue Institute, South Africa ■ National Zoological Gardens, South Africa ■ Nelson Mandela's Children Fund, South Africa ■ Neuropathy Association, USA ■ New York Academy of Medicine, USA ■ New York Multiple Sclerosis Society, USA ■ New York Museum of TV & Radio, USA ■ New York Public Library, USA ■ New York University's Creative Arts Team, USA ■ Northwest Museum of Arts & Culture, USA ■ Norwegian Medical Student Organisation, Norway ■ NSPCC, UK ■ Nurses for a Healthier Tomorrow, USA ■ Nurses Rehab, Lebanon ■ Oakland Family Services, USA ■ Off the Street Club, USA ■ Olympic Aid, Canada ■ Operation Smile, USA ■ Operation Walk, USA ■ Oregon Zoo, USA ■ Organ Donor Foundation of Southern Africa, South Africa ■ Outward Bound, USA ■ Ovacom, UK ■ Palau de la Musica, Spain ■ PANL – Photographic Annual Award Book, The Netherlands ■ Para Los Ninos, USA ■ Partnership for Clean Air, The Philippines ■ Pastoral da Criança, Brazil ■ Peace Garden, USA ■ People for Development, Portugal ■ Philippine Band of Mercy, The Philippines ■ Phoenix, Kenya ■ Plan International, UK ■ PlaNet Finance, France ■ Pollution Probe, Canada ■ Pretoria Zoo, South Africa ■ Prevent Blindness Florida, USA ■ Project Open Hand, USA ■ Project Surefire, USA ■ Prostate Cancer Climb, USA ■ Proyecto Hombre (Drogas No), Spain ■ Rashid Paediatric Centre, Dubai ■ Rautenstrauch Joest Museum, Germany ■ READ, South Africa ■ Red Cross Air Mercy Service, South Africa ■ Red Cross, Singapore ■ Red Cross Tribute Book, USA ■ Research America, USA ■ Royal Dutch Guide Dog Fund, The Netherlands ■ Royal Free Hospital, UK ■ Royal Hospital for Neuro-Disability, UK ■ Royal Society for the Protection of Birds, UK ■ S.O.S. Atlantic Forest Foundation, Brazil ■ Sadler's Wells Theatre, UK ■ Salvation Army, Portugal ■ San Francisco Alvarado School, USA ■ San Francisco Bay Area Discovery Museum, USA ■ San Francisco Clean City Coalition, USA ■ San Francisco East Bay Regional Parks, USA ■ San Francisco School Volunteers, USA ■ San Francisco Society for the Prevention of Cruelty to Animals, USA ■ San Francisco Zoo, USA ■ San Patrignano, Italy ■ SANCCOB, South Africa ■ SANTA, South Africa ■ Sapientis, Puerto Rico ■ Save The Children, Romania ■ Senior Services (Seattle), USA ■ Share the Warmth, Canada ■ Shelter, UK ■ Singapore Cancer Society, Singapore ■ Singapore Environment Council, Singapore ■ SIRE Campaign, The Netherlands ■ Sister to Sister, USA ■ Society for Child Development, India ■ Society for Love & Understanding, Sri Lanka ■ Somerset County United Way, USA ■ Southern Methodist University, USA ■ Special Olympics Nippon, Japan ■ Special Olympics, China ■ Special Olympics, New Zealand ■ Sports Trust, South Africa ■ St Barnabas, South Africa ■ Steppenwolf Theatre Company, USA ■ Stockholm Handelshogskolar, Sweden ■ Stockholm University Marketing Academy, Sweden ■ Stop Child Abuse, The Philippines ■ Stowarzyszenie Przyjaciel Interacji, Poland ■ Teach for America, USA ■ Teatro Teresa Carreno, Venezuela ■ Tecza, Poland ■ The Acting Company, USA ■ The Body Positive, USA ■ The Hong Kong Cancer Fund, Hong Kong ■ The Institute of Cancer Research – Everyman Campaign, USA ■ The Salvation Army of New York, USA ■ The Technology Museum on Innovation, USA ■ The Tiger Foundation, Canada ■ Thrombosis Foundation, The Netherlands ■ Tim Horton's Children Foundation, Canada ■ Time for Peace, Belgium ■ Trails4All, USA ■ Tuloy Po Sa Don Bosco, The Philippines ■ Un Kilo de Ayuda, Mexico ■ Unang Hakbang Foundation, The Philippines ■ UNHCR, France ■ UNICEF, worldwide ■ United Cerebral Palsy, USA ■ United Negro College Fund, USA ■ United Way, Canada ■ United We Work, USA ■ Unity in the Community, USA ■ University of Arizona, USA ■ University of Florida, USA ■ Victim Services of Peel, Canada ■ Victim Services, USA ■ Voluntary Service Overseas, USA ■ Washington DC Rape Crisis Centre, USA ■ Wild Aid, Singapore ■ Womankind, UK ■ Women's Aid Organisation, Malaysia ■ Work 4 Kids Day, Australia ■ World Environment Center, USA ■ World Trade Center Disaster Fund, UK ■ Wunderlampe, Switzerland ■ WWF, worldwide ■ XIV International AIDS Conference, Spain ■ Yad Sarah, Israel ■ Yeladim, Israel ■ YMCA, USA ■ Young Street Mission, Canada ■ Youth Against Violence, Norway ■ Youth Symphony Orchestra, Portugal ■ YWCA, USA ■ Zoological Society of London, UK ■