



UK GENDER PAY GAP REPORT 2018

INTRODUCTION

We believe that greater diversity, inclusion and gender balance leads to more rewarding and successful workplaces, and we aim to ensure that all our people have the same opportunities to progress in their career with WPP.

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

A gender pay gap is the difference between the average earnings of all men and women in an organisation. This is different to equal pay, which refers to the legal requirement for people carrying out the same or similar work to be paid equally, regardless of gender.

Across the WPP network in the UK¹ we have a gender-balanced workforce: 51% men and 49% women.

However, we still have a lot of work to do to create more gender-balanced leadership teams. We have fewer women at the most senior levels, where pay is highest, which results in a gender pay gap. Details can be found on page 3.

We continue to invest in initiatives that encourage and advance the development of female leaders, using best practice in recruitment, training, mentoring, parental leave and flexible working so that everyone has the chance to fulfil their potential. We outline some of those programmes, as well as external initiatives to promote gender equality, from page 4.

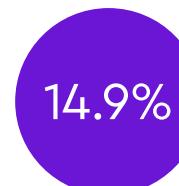
¹ "The WPP network": all qualifying legal entities in the UK. This includes any individual WPP operating company with at least 250 employees, and the parent organisation WPP 2005 Limited.

THE WPP NETWORK

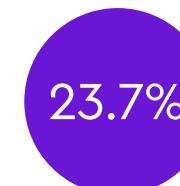
In the UK, WPP consists of a number of individual operating companies and legal entities with, collectively, approximately 14,000 employees (excluding associates). The Gender Pay Gap regulations require each of those companies, if it has 250 or more employees, to publish its own data separately. To give the most representative picture of WPP overall, we have chosen to publish the consolidated data for all our companies with at least 250 employees.



Workforce gender balance
● 49% Women
● 51% Men



**Gender pay gap,
median (middle)**
ONS national figure 17.9%



**Gender pay gap,
mean (average)**

Proportion receiving bonus
43.9% Women
45.7% Men

Gender bonus gap
Median 46.5%
Mean 95.5%

Our pay and bonus gaps reflect the lower proportion of women in our upper pay quartile. In our other pay quartiles the proportion of men and women is broadly equal.

The bonus gap is significantly larger than the pay gap because in more senior roles, which are more frequently held by men than women, bonuses (which include share plans and are wholly performance-based) represent a greater proportion of overall remuneration.

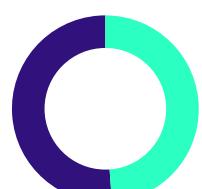
Our challenge is to ensure that more women reach the most senior levels in our companies.



Lower pay quartile
● 54% Women
● 46% Men



Lower middle pay quartile
● 55% Women
● 45% Men



Upper middle pay quartile
● 49% Women
● 51% Men



Upper pay quartile
● 39% Women
● 61% Men

GENDER PAY GAP VS EQUAL PAY

Equal pay means men and women being paid the same salary for carrying out the same or similar work, which is a legal requirement. This report, which follows UK Government regulations that came into force in April 2017, is about the

gender pay gap: the difference in average hourly pay between all men and all women in a workforce. A gender pay gap is the result of gender imbalance – for example having more men than women in senior roles.

DEFINITIONS

PAY GAP

The difference (median and mean) in hourly rate of pay between all men and all women in an organisation, expressed as a percentage of men's earnings – at the snapshot date of 5 April 2018.

MEDIAN PAY GAP

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

MEAN PAY GAP

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

BONUS GAP

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

PROPORTION RECEIVING BONUS

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

PAY QUARTILES

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



The data for our individual businesses can be found on page 7.

INTERNAL INITIATIVES

Our ultimate goal is equal representation at the most senior levels of our company. To bring about change we are investing in a number of schemes designed to accelerate the development of female leaders. These are some examples.

"OUR AMBITION IS TO INSPIRE AND ENABLE WPP WOMEN TO MAXIMISE THEIR POTENTIAL AND BECOME MORE SUCCESSFUL BUSINESS LEADERS."

Frances Illingworth
Global Recruitment Director, WPP



30%

of previous participants have gone on to secure promotions

FAMILY FRIENDLY GUIDELINES AND PARENT PORTAL

Created to help our UK companies implement best practice maternity, paternity and flexible working policies.

STELLA

Our senior leadership and networking group for women, which aims to help develop and accelerate the careers of our current and future female leaders, tackle barriers to progression and spread best practice.

PROPELLER

A UK programme of training and coaching for our high-potential women, to embed learning and drive behaviour change.

MEDIA TRAINING

Helping women in leadership roles to take up media and speaking opportunities. Supporting this, a Stella Speakers' Bureau was launched during 2017 to bring greater exposure to female speakers and presenters within WPP.

WALK THE TALK

An intensive coaching programme for women that was highly successful within one of our operating companies and has now been expanded globally across WPP.



1,150

global participants, 2016–18

"X FACTOR HAD AN IMMEDIATE BUSINESS AND PERSONAL IMPACT, PROVIDING A NETWORK THAT CONTINUES TO BE A SOURCE OF INSPIRATION AND COUNSEL."

Michelle Harrison
Global CEO of WPP's Government Practice

X FACTOR

A global mentoring and development programme preparing WPP's senior women for the next level of executive leadership, led by Charlotte Beers, the former global CEO of Ogilvy & Mather, chairman of J. Walter Thompson and US Under Secretary of State.

BLOOMBERG'S GENDER-EQUALITY INDEX (JANUARY 2019)

WPP was recognised in Bloomberg's 2019 Gender-Equality Index (GEI) as an industry leader committed to transparency in gender reporting and advancing women's equality – the only company among its peers to be included in the list.

The GEI includes 230 firms from 10 sectors, headquartered across 36 countries and regions. Assessing information against a globally-established threshold, it looks at how companies promote gender equality across four separate areas: company statistics, policies, community engagement and products and services.

UNCONSCIOUS BIAS TRAINING

Part of our wider ethics training for staff across WPP, to help all our people understand, identify and address unconscious bias.

EXTERNAL INITIATIVES

As well as improving gender balance in our leadership teams, we aim to have a positive impact beyond our own business, through partnerships, industry initiatives and the work we create for our clients.



UN WOMEN

Our partnership with UN Women (announced in September 2018) is part of WPP's commitment to support the UN's Sustainable Development Goal 5 (to achieve gender equality by 2030 and empower women and girls across the world).

Over \$1 million in pro bono media placements and more than \$6 million in earned media has been secured to date by GroupM, amplifying UN Women's voice through multiple campaigns.

For 2019, an innovative new approach – Creativity for Equality – will build on the global strengths of UN Women and WPP to drive local impact, following successful campaigns such as Grey NYC's Stop The Robbery and J. Walter Thompson's Draw a Line.

EQUILEAP'S GENDER EQUALITY GLOBAL REPORT & RANKING (OCTOBER 2018)

WPP was named as one of the top-performing UK companies on gender equality in Equileap's 2018 Top 200 Gender Equality Global Report & Ranking.

Equileap provides data and insights on gender equality in public companies, measuring which companies are making a real difference in gender balance based on 19 criteria.



CROSS-INDUSTRY ACTION

- In September 2018, WPP CEO Mark Read signed up to the Women's Empowerment Principles – Equality Means Business: a guide established by UN Women and UN Global Compact for businesses on how to take corporate action to empower women in the workplace, marketplace and community.
- In January 2019, WPP called on male leaders to help improve gender equality in the technology sector through our CEO's membership of the Male Champions of Change Global Tech Group.
- WPP continues to commit support each year to the UK Creative Equals programme to get more women into creative departments and leadership roles.



WOMEN POLITICAL LEADERS (WPL)

WPP's Landor and Kantar collaborated with WPL, the only global network of female politicians with a mission to increase both the number and the influence of women in political leadership positions.

The WPP companies launched two new tools at the Women Leaders Global Forum (WLGF) in November 2018.

- Kantar's *Reykjavik Index for Leadership*: the first index of its kind to assess people's perceptions of women and men's suitability for leadership.
- Landor's *The Pulse*: a responsive identity for WLGF which translates the social conversation surrounding women in leadership into a living brand asset, visualising conversation in real time.

PATH TO THE TOP



JANE GERAGHTY
CEO, Landor

I've been working in commercial creativity since university and I'm thankful daily that I do something I love. My journey has taken me to different places, working across different disciplines.

My first decade was spent in some of London's finest advertising agencies. I learned from many great men and, as a consequence of that time, only a handful of powerful women whose lessons I still apply today.

My thirties took me to the US. I did my first stint at WPP, leading the Coke business at Ogilvy New York – a company that was already leading conversations about the potential of "digital".

During the last decade, I came home and have taken on different challenges working at ITV, Naked Communications and, for the last seven years, Landor. As part of WPP, I've discovered the power of community, from programmes like X Factor. Many suggest leadership is a lonely game but that's not something I feel.

From my journey so far, I've learnt that success is a consequence of amazing teams, self-awareness and passion. I feel incredibly lucky to get paid for doing something I love. That's not a bad thing to tell my children when I get home at night.



MEL EDWARDS
Global CEO, Wunderman Thompson

During my seven years at WPP, I've held several roles – first as CEO for Wunderman UK and then for EMEA. Last year I was promoted to Global CEO of the new Wunderman Thompson. While my own opportunities have grown, I've also seen them increase for women throughout the organisation. I recognise that one person does not a policy make, but it's great to work in a company that actively supports the progression of women into senior roles.

At Wunderman Thompson, we are working to address current gender imbalances in our own senior management and are focusing on two programmes that aim to promote inclusivity. The first, Pass It On, allows access to other women who can help grow your career, with the idea you'll pass on that knowledge to others. The other, Female Tribes, began in our London office and has grown into a worldwide study and forthcoming book, aiming to change the narrative around women in the industry and find the right role models in content, culture and society.

Above all, inclusivity is a mandate that we drive through example. I'm proud that Wunderman Thompson is the only major agency today with females as CEO, CFO, CMO and Chairman – and we're only just getting started.



JUDY JACKSON
Global Head of Culture, WPP

I am one of many boomerang employees at WPP. I left after five years as Wunderman New York's HR Director, only to return 15 years later as its Global Chief Talent Officer. Now, newly promoted to Global Head of Culture for WPP, I have the unique opportunity to further influence a culture of openness, optimism, diversity and collaboration across WPP where people can be their best selves and do extraordinary work.

I've worked on several initiatives at Wunderman, including some designed to equip women with the tools and confidence to advance their career, and others to jump-start their return to the workplace through support and training.

YOU Time was developed as Wunderman's alternative to annual performance reviews. Initially used to informally discuss employees' goals, growth and opportunities, over time it became our talent strategy. Through YOU Time, family-friendly policies like extended parental leave were put into place.

I am truly excited about the future – building communities of people and connections across WPP in my new role and uncovering a wealth of hidden jewels (people and programmes) to celebrate.



NICOLE MEISSNER
CTO Creative and Production Technologies, WPP

The tech sector is heavily male-dominated, and having spent the past 20 years co-founding and working in online startups, technology companies and advertising, the reality is that progress to get more women into senior positions needs to accelerate.

The last five years at WPP have given me exposure to the best creative and innovative minds in our business, and becoming Hogarth's Chief Operating Officer for Digital, their Chief Digital Officer, and then their Chief Innovation & Digital Officer, I've been able to build new products and platforms that have helped our clients to better personalise marketing campaigns and helped us win new business.

There will always be room for more women, and more senior women, in tech. I'm extremely proud to be WPP's CTO for Creative and Production Technologies, and throughout my WPP career I've been championed and supported by clients and colleagues across the WPP network.

It's why I want to help other women to achieve their potential and create a stronger talent pipeline across WPP. Technology underpins everything we do at WPP, and I couldn't be more excited about what our future holds.

FINANCIAL TIMES & HEROES CHAMPIONS OF WOMEN IN BUSINESS LIST (SEPTEMBER 2018)

10 WPP leaders across the network – including CEO Mark Read, Chief Client Officer Lindsay Pattison and UK Country Manager Karen Blackett OBE – were identified in the FT & HEROes Champions of Women list as female role models and those who are committed to supporting women through the talent pipeline.

STATUTORY DISCLOSURE

Our individual companies are distinct legal entities and (if they have 250 or more employees) are therefore required to publish their own gender pay gap data. The entities listed below include our UK parent company, WPP 2005 Limited, which employs approximately 300 people.

250+ Company Name	Median Gender Pay Gap (Difference)	Mean Gender Pay Gap (Difference)	Median Bonus Gender Pay Gap (Difference)	Mean Bonus Gender Pay Gap (Difference)	Quartile 4 (Upper Quartile)		Quartile 3 (Upper Middle Quartile)		Quartile 2 (Lower Middle Quartile)		Quartile 1 (Lower Quartile)		% Males who receive a bonus	% Females who receive a bonus
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
AKQA Limited	21.59%	24.69%	N/A	N/A	68%	32%	66%	34%	46%	54%	58%	42%	0%	0%
Essence Global Group Limited	16.67%	26.39%	11.94%	56.50%	68%	32%	55%	45%	52%	48%	47%	53%	68%	65%
Grey Advertising Limited	31.33%	27.21%	25.00%	40.28%	61%	39%	49%	51%	35%	65%	40%	60%	49%	35%
Hill & Knowlton Limited	-2.36%	15.36%	18.18%	59.85%	51%	49%	30%	70%	39%	61%	43%	57%	31%	31%
Hogarth Worldwide Limited	19.96%	21.37%	0.00%	-3.48%	63%	37%	59%	41%	43%	57%	36%	64%	4%	8%
J. Walter Thompson Group Limited	38.27%	34.37%	72.46%	62.16%	72%	28%	59%	41%	37%	63%	34%	66%	20%	13%
Kantar Media UK Limited	-0.44%	1.13%	20.45%	44.48%	69%	31%	69%	31%	76%	24%	65%	35%	37%	37%
Kantar UK Limited	18.71%	28.67%	42.13%	45.92%	58%	42%	49%	51%	40%	60%	42%	58%	52%	46%
MediaCom Holdings Limited	6.53%	30.85%	0.00%	88.73%	56%	44%	41%	59%	41%	59%	47%	53%	86%	85%
MediaCom North Limited	14.90%	19.25%	0.00%	13.46%	71%	29%	46%	54%	46%	54%	46%	54%	91%	94%
Mindshare Media UK Limited	17.73%	23.68%	86.96%	66.63%	62%	38%	42%	58%	39%	61%	42%	58%	87%	89%
Ogilvy & Mather Group (Holdings) Limited	21.34%	21.00%	5.42%	34.97%	58%	42%	50%	50%	39%	61%	40%	60%	37%	29%
Precise Media Monitoring Limited	-4.00%	3.92%	-403.14%	-43.66%	64%	36%	57%	43%	69%	31%	62%	38%	53%	51%
Salmon Limited	29.61%	28.83%	31.94%	48.07%	88%	12%	78%	22%	63%	37%	51%	49%	90%	90%
The Farm Post Production Limited	14.96%	-1.12%	-88.52%	30.38%	75%	25%	78%	22%	76%	24%	67%	33%	7%	7%
Wavemaker Global Limited	12.38%	19.29%	39.53%	65.28%	53%	47%	47%	53%	34%	66%	42%	58%	9%	8%
WPP 2005 Limited	34.44%	44.69%	66.12%	98.27%	72%	28%	55%	45%	45%	55%	34%	66%	63%	53%
WPP Brands (UK) Limited ¹	16.30%	24.79%	26.67%	57.80%	58%	42%	54%	46%	44%	56%	42%	58%	20%	16%
All	14.9%	23.7%	46.5%	95.5%	61%	39%	51%	49%	45%	55%	46%	54%	45.7%	43.9%

¹Formerly Young & Rubicam Group Limited

DECLARATION

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

KAREN BLACKETT OBE
UK Country Manager, WPP