

# SUSTAINABILITY

We use our creativity combined with our global scale to meet sustainability obligations within our own business, our clients' businesses and across our industry

## ESG REPORTING

We continue to evolve our environmental, social and governance (ESG) reporting to meet our obligations in a rapidly formalising ESG landscape.

## OUR MATERIALITY PROCESS

We use a materiality process to ensure our sustainability strategy, investments and reporting focus on the topics of greatest importance and relevance to our business and stakeholders. In preparation for the EU Corporate Sustainability Reporting Directive (CSRD), we conducted our first double materiality assessment in 2024.

The double materiality approach assesses ESG factors through an 'outside-in' lens (potential to affect our financial performance) and an 'inside-out' lens (our potential impact on society and the environment). The table (right) sets out the ESG topics identified as material for WPP. These topics will inform WPP's ESG approach going forward, to focus activity on the topics of greatest importance and relevance to the business and its stakeholders. As materiality is dynamic, we will monitor and adjust as needed.

[Read more at wpp.com/sustainabilityreport2024](https://wpp.com/sustainabilityreport2024)

ESG TOPIC			LOCATION IN REPORT
<b>Corporate culture and business ethics</b>			People Policies, procedures and culture (pages 42-44) (pages 74-76)
<b>Fraud, corruption and bribery</b>			Policies, procedures and culture (pages 74-76)
<b>Data privacy and security</b>			AI and data ethics, privacy and security (page 57)
<b>Equal treatment and opportunities for all employees</b>			People (pages 42-44)
<b>Operational greenhouse gas emissions</b>			Planet (pages 45-46)
<b>Regulatory compliance</b>			Policies, procedures and culture (pages 74-76)
<b>Responsible AI and technology use</b>			AI and data ethics, privacy and security (page 57)
<b>Responsible marketing and communications</b>			Clients Communities (page 56) (pages 58-59)
<b>Social and environmental impact of our client work</b>			Clients Communities (page 56) (pages 58-59)
<b>Supply chain greenhouse gas emissions</b>			Planet (pages 45-46)
<b>Talent attraction, retention and development</b>			People (pages 42-44)

**KEY** Indicates where a topic is material from a financial perspective Indicates where a topic is material from an impact perspective

## OUR ESG REPORTING ROADMAP

### 2002: first Sustainability Report

WPP is an early adopter of sustainability reporting, publishing our first Sustainability Report more than 20 years ago



### 2022: ESG controls launch

In response to assurance observations, and in preparation for incoming ESG legislation, we design and launch our first set of formal ESG controls to enhance data quality

### 2025 onwards: regulatory alignment

We will continue to evolve disclosures to comply with ESG reporting frameworks, including the CSRD and the IFRS Sustainability Standards

### 2021: engage PwC to conduct third-party limited assurance

To strengthen our approach to non-financial assurance, we engage PwC to provide independent limited assurance over select ESG metrics

### 2024: double materiality assessment

We conduct our first double materiality assessment. Topics identified as material are summarised above

**STAKEHOLDER ENGAGEMENT**

Dialogue with our stakeholders, including our people, clients and shareholders, provides valuable feedback and insight into sustainability risks and opportunities, for our Company and our clients. Most stakeholder engagement takes place in the course of doing business.

Information on employee engagement including our All In employee survey is on page 44. During the year, WPP launched a new Sustainability Academy, which provides globally accessible on-demand training to equip our people with the knowledge and practical tools they need to respond to sustainability topics, including climate change (see page 56). We will continue to expand Academy content in 2025.

**INVESTOR ENGAGEMENT**

We regularly engage with investors on ESG topics, and in 2024 we engaged with rating agencies and benchmarking organisations on sustainability matters, including: Bloomberg Gender-Equality Index; EcoVadis; Equileap; Vigeo Eiris; FTSE Russell; ISS; Moody's; MSCI Research Inc.; Tortoise Responsibility 100; Sedex; and Sustainalytics.

We are included in the FTSE4Good Index and participate in CDP's climate change questionnaire, in which we continue to score a 'B' rating.

➔ **Read more about how we engage with stakeholders on sustainability on page 33 of our 2024 Sustainability Report**

In 2021, we linked the margin of our \$2.5 billion revolving credit facility to specific sustainability measures. We refinanced the facility in February 2024 and included updated environmental and social metrics, approved in February 2025, as we continue to embed carbon reduction targets and broader sustainability commitments into our financing arrangements.

**INSTITUTE OF BUSINESS ETHICS**


WPP is a member of the Institute of Business Ethics (IBE) and considers it an important partner and support for the approach that the Company takes to business integrity, sustainability and ethics.

As set out more fully in the Risk Governance Framework and Business Integrity Programme on page 73, we want to champion and facilitate a culture where our people feel that acting with transparency, honesty and integrity is an expected metric for success, and this is also the IBE's ethos. The IBE shares knowledge and good practice as well as advice on the development and embedding of relevant policies through networking events, regular publications and training sessions, research and benchmarking reports.

The IBE is a registered charity funded by corporate and individual donations.

**SUSTAINABILITY ASSURANCE**

ESG data included in this Annual Report is for the calendar year 2024 and covers all subsidiaries of the Company.

The selected ESG performance metrics marked with the symbol  throughout this report have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP (PwC) for the year ended 31 December 2024 in accordance with International Standard on Assurance Engagements 3000 (revised) and, in respect of greenhouse gas emissions data, International Standard on Assurance Engagements 3410, issued by the International Auditing and Assurance Standards Board.

➔ **A copy of PwC's report and our reporting criteria are available at [wpp.com/sustainabilityreport2024](http://wpp.com/sustainabilityreport2024)**

We continue to review our reporting in line with emerging ESG regulations and standards, including the EU's Corporate Sustainability Reporting Directive and the International Sustainability Standards Board's Sustainability Standards. The outputs of our first double materiality assessment are set out in the table on page 36.

The majority of our data is collected locally, and a common challenge is reconciling inconsistencies in calculations and data capture. We are working to further enhance the quality and assurance of our ESG data in line with evolving reporting requirements

➔ **For further information on data quality, see page 46**

**NON-FINANCIAL AND SUSTAINABILITY INFORMATION STATEMENT**

This section indicates where you can find further information on each of the key areas of disclosure required by sections 414CA and 414CB of the Companies Act 2006.

The Climate-related Financial Disclosure Regulations 2022 amend these sections of the Companies Act 2006, requiring companies to incorporate climate disclosures in the annual report. WPP's TCFD disclosure is consistent with nine of the 11 TCFD requirements, and partially consistent with two (see TCFD Statement from page 47 for further details). At present, we do not disclose our total Scope 3 emissions in our Annual Report as we have not yet undertaken third party limited assurance of this data. However, we have provided qualitative descriptions of progress against our targets in 'our climate strategy' (pages 45-46). As we have not identified any material risk to our business from climate change, we believe that the TCFD requirements have been addressed in sufficient detail as is necessary to understand our business. As such, we have referenced the location of our climate-related financial disclosures as being within our statement on TCFD from page 47.

	WPP POLICIES AND GUIDANCE	RELEVANT PRINCIPAL RISK
Environmental matters	<ul style="list-style-type: none"> <li>Our climate strategy (pages 45-46)</li> <li>TCFD statement (pages 47-54)</li> </ul>	ESG including regulatory and reporting
Employees	<ul style="list-style-type: none"> <li>Our people strategy (pages 42-44)</li> </ul>	People, culture and succession
Social matters	<ul style="list-style-type: none"> <li>Communities (pages 58-59)</li> </ul>	N/A
Human rights	<ul style="list-style-type: none"> <li>Human rights (page 61)</li> </ul>	N/A
Anti-bribery and corruption	<ul style="list-style-type: none"> <li>Policies, procedures and culture (pages 74-76)</li> </ul>	Regulatory

# SUSTAINABILITY AND OUR STRATEGY

Our sustainability strategy helps us deliver our purpose to use the power of creativity to build better futures for our people, planet, clients and communities

It supports our corporate strategy and helps us navigate a dynamic social and economic landscape, responding to evolving stakeholder expectations and shaping our contribution to the world around us.

It also supports talent attraction and retention, and our work for clients, who look to us to help them find and scale solutions to achieve their goals.

**WPP'S STRATEGIC GOALS:**

-  Lead through AI, data and technology
-  Accelerate growth through the power of creative transformation
-  Build world-class, market-leading brands
-  Execute efficiently to drive strong financial returns

PILLARS



**PEOPLE**

Become the employer of choice for all



- Build a culture where everyone is treated with dignity and respect
- Ensure an inclusive working environment for all
- Grow future skills and knowledge across our industry



**PLANET**

Maximise our positive impact on the planet



- Build energy-efficient campuses that make a positive contribution to local communities
- Reduce Scope 1 and 2 emissions by 84% by 2025 and Scope 3 emissions by 50% by 2030 (2019 baseline)



**CLIENTS**

Enable our clients on their sustainability journeys



- Ensure fairness and high standards across our work, including AI, privacy and data ethics
- Support our clients as they deliver their emissions reduction and wider sustainability goals



**COMMUNITIES**

Use the power of our creativity and voice to support healthy, vibrant communities



- Ensure our sustainability commitments and principles are upheld across our value chain
- Drive positive impact through our work, external partnerships and initiatives

STRATEGIC PROGRESS

SUPPORTING OUR STRATEGIC GOALS



- Future Readiness Academies expanded to include new courses, including advanced AI training and a new Sustainability Academy
- 42% of executive leaders' across WPP are women (2023: 41%) and 54% of senior managers are women (2023: 53%)
- 79,000 of our people took part in our annual All In survey

108,000+

Future Readiness Academies lessons completed to date



→ See more from page 42



- 0.15 tCO<sub>2</sub>e emissions per person from direct operations (Scope 1 and 2), an 82% reduction since our 2019 baseline and a 22% reduction year-on-year (2023: 0.19 tCO<sub>2</sub>e)
- 93% of electricity sourced from renewable sources (2023: 88%)
- To support our Scope 3 targets assessed 138 suppliers, representing \$1.2 billion in spend, on their carbon reduction commitments

82%

absolute reduction in tCO<sub>2</sub>e emissions (Scope 1 and 2) since 2019 and 26% reduction year-on-year



→ See more from page 45



- 82% of top 50 clients have set or committed to set science-based carbon reduction targets (2023: 82%)
- Green Claims training made accessible to all WPP people and bespoke training delivered to clients in potentially higher-risk sectors

8.0

out of 10 rating from our clients for our ability to support their sustainability goals (2023: 8.0)



→ See more from page 56



- Supported our people globally in the wake of ten critical-level emergencies in 2024
- The VML Foundation surpassed \$3.2 million in charitable donations

£26.9m

total social contribution, including cash donations, pro bono work, in-kind contributions and free media space (2023: £32.1 million)



→ See more from page 58

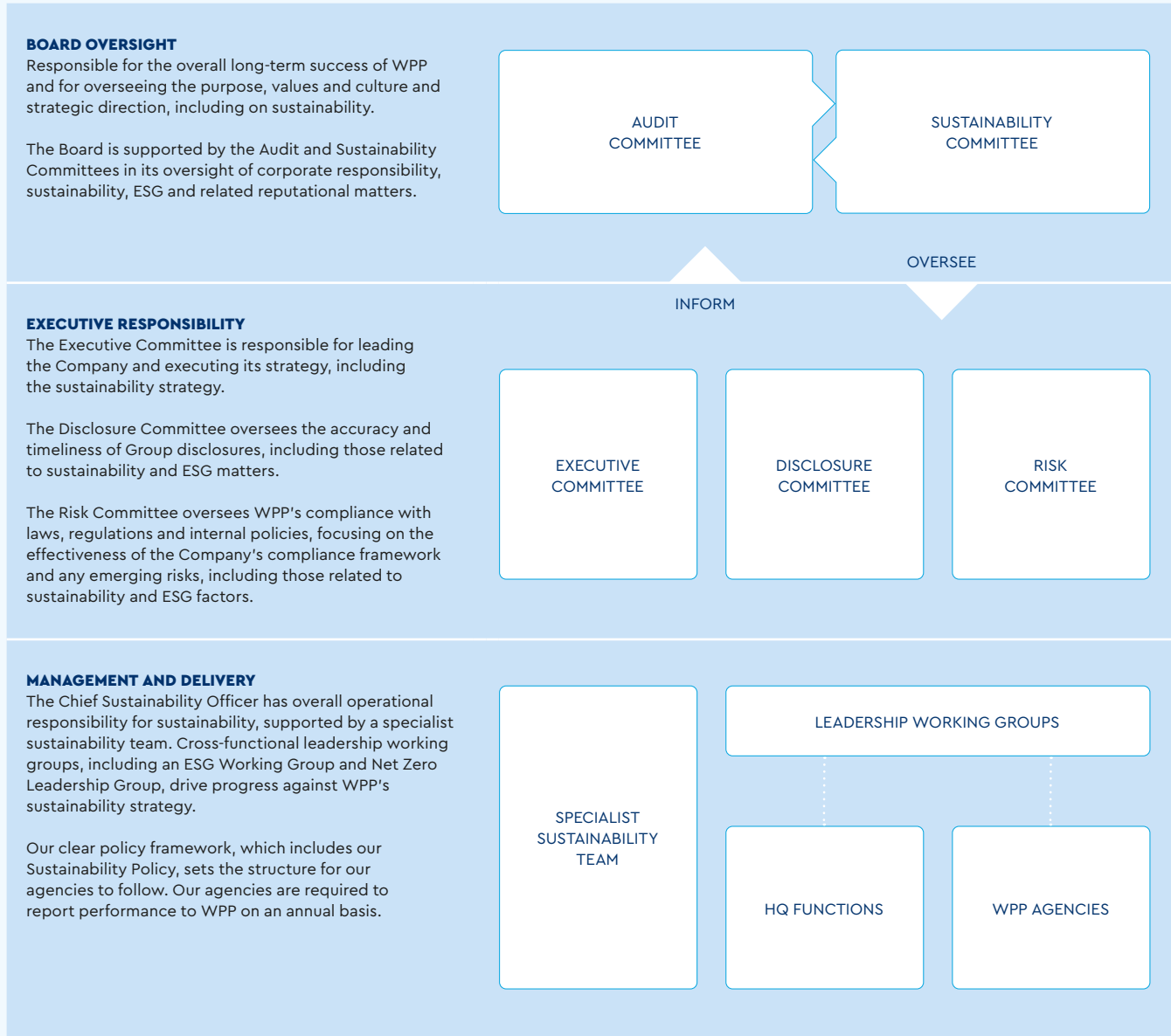
<sup>1</sup> In line with the FTSE Women Leaders Review, the independent, business-led framework supported by the UK government. Executive leadership roles are defined as the board and executive leadership population (see WPP Sustainability Reporting Criteria 2024)

Selected metrics marked with this symbol have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP (PwC) for the year ended 31 December 2024. For PwC's 2024 Limited Assurance Report and the WPP Sustainability Reporting Criteria 2024, see [wpp.com/sustainabilityreport2024](http://wpp.com/sustainabilityreport2024)

# OUR APPROACH TO SUSTAINABILITY

Our governance processes and policies help us manage sustainability risks and opportunities consistently across the Company

## SUSTAINABILITY GOVERNANCE MODEL<sup>1</sup>



<sup>1</sup> References to sustainability and ESG are inclusive of the climate change issues identified as relevant to WPP in the TCFD statement (pages 47-54)

## BOARD OVERSIGHT

The Board approves our sustainability policies and disclosures. Where sustainability matters, including climate change, are identified by management as relevant, the Board takes these into account when overseeing major decisions as set out in WPP Matters Reserved for the Board (available on wpp.com).

Our Sustainability Committee supports the Board in its oversight of corporate responsibility, sustainability, ESG and related reputational matters. Committee members bring with them a wide range of sustainability expertise, including marketing, technology, sustainable business and international development, from senior positions in business and non-governmental organisations.

The Committee works to understand WPP's sustainability-related risks and opportunities, review and monitor the management and implementation of our sustainability strategy and Transition Plan, and review policy statements on environmental and social matters. The Committee meets at least four times a year, receiving in-depth progress reviews from management at each meeting, and provides an update to the Board following each meeting.

The Audit Committee, jointly with the Sustainability Committee, monitors the integrity of WPP's ESG disclosures, including the relationship with our ESG assurance provider. It provides oversight of internal controls and risk management, including our ESG controls.

The Compensation Committee determines our remuneration policy, in accordance with the UK Corporate Governance Code.

The Nomination and Governance Committee reviews the Board's composition and skills ensuring, where relevant, that the Board's oversight of material ESG matters is appropriate.

➔ For further information see **Corporate Governance from page 86**

## EXECUTIVE RESPONSIBILITY

The Executive Committee assists the CEO in discharging his responsibilities. Collectively, it is responsible for implementing strategy, including sustainability strategy, ensuring consistent execution and embedding the Company's culture and values.

The Disclosure Committee was established by the CEO and CFO. It is responsible for overseeing the accuracy and timeliness of Group disclosures, including those related to sustainability and ESG matters, and reviewing controls and procedures in relation to the public disclosure of financial and non-financial information.

The Risk Committee assists the Board and Audit Committee by reviewing, monitoring and advising on: compliance with laws, regulations, internal procedures and industry standards; the design and implementation of WPP's compliance framework, policies and procedures; and risks that present themselves throughout WPP, including material sustainability and ESG issues.

## MANAGEMENT AND DELIVERY

The Chief Sustainability Officer has overall operational responsibility for sustainability. The sustainability team ensures consistent implementation of our standards and supports the business to identify sustainability-related risks and opportunities. Together, they engage the business through targeted briefings, programme meetings and status updates.

Our sustainability team monitors key performance metrics and collates status updates from the business, which are reported to the Chief Sustainability Officer, the relevant executive committees and Board committees, and the wider business. Progress against sustainability metrics and targets is communicated to the business on an annual basis.

Management of sustainability requires cross-functional accountability and responsibilities. To ensure alignment across functions, the sustainability team has formed working groups. The ESG Working Group includes executive-level representatives from relevant functions, and is responsible for ensuring the effective implementation of WPP's approach to ESG compliance in preparation for the CSRD and other mandatory regulations. The Net Zero Leadership Group brings together function and agency leaders across the five hotspots identified as generating the largest proportion of emissions across our total carbon footprint to accelerate progress against WPP's near-term science-based targets.

We set a clear policy framework through our Code of Business Conduct, Sustainability Policy, Supplier Code of Business Conduct and other policies included in the WPP Policy Book. Our agencies are required to comply with our Sustainability Policy, and report performance to WPP on an annual basis.

# PEOPLE

## Our people are our most valuable asset

**We are a people business. Across everything we do, our success relies on the fundamentals of human connection, creativity and relationships. Teams of talented individuals, working towards common goals, are what drives growth for our clients and our agencies.**

That's why we are committed to attracting, engaging and developing the best in the industry, leveraging our scale and global reach to provide exciting career opportunities that help our people grow and thrive across disciplines, agencies and geographical locations.

We do this by focusing on:

- The future of work and AI opportunities
- Streamlining ways of working
- Cultivating our leaders
- Ensuring a culture of belonging and expanding our talent pool

### THE FUTURE OF WORK

In 2024 we developed new functionality and integrated new models into WPP Open, our AI-powered marketing operating system, to help employees in their day-to-day work. AI-powered applications including Creative Studio and Production Studio are helping augment our people's creativity, resulting in dynamic and innovative client work. A growing number of colleagues are discovering the benefits of WPP Open: at the end of 2024, monthly active users were up 74% to 33,000.

Our on-demand, online training platform Future Readiness Academies expanded in 2024 to include modules such as advanced AI training, focused on building essential skills in prompt engineering and practical AI applications. To date over 30,000 learners have completed more than 108,000 Future Readiness Academies lessons.

Throughout 2024, our people earned more than 21,000 accreditations and certifications (2023: 34,000+) from leading technology partners including Adobe, Google, Meta, Microsoft and TikTok, helping to equip them with future-ready skills. Accreditations and certifications were lower in 2024 as we reviewed our partnership programme, expanding the scope of some existing partnerships, adding a number of new relationships, and exiting others.

### STREAMLINING WAYS OF WORKING

In 2024 we rolled out a new employee performance and engagement tool across many of our agencies, creating greater consistency in performance management across the business.

Teams can now align on goals, track progress and engage in meaningful career discussions, enhancing both individual growth and organisational success. Additionally, we are streamlining global operations through tools including Workday and Maconomy.

### CULTIVATING OUR LEADERS

WPP is committed to developing exceptional leaders through flagship programmes that empower and elevate talent globally. Maestro, which focuses on honing the skills of senior leaders, successfully delivered two cohorts in 2024, equipping participants with the tools and insights needed to navigate complex challenges and drive organisational success.

Walk the Talk, designed to support senior women leaders, delivered four impactful sessions, engaging over 180 participants. Walk the Talk continues to equip women leaders with the confidence, skills and networks to excel in their roles and lead change within the organisation.

### LEADERSHIP CHANGES

We are committed to attracting and retaining the brightest and best in our industry. In July we welcomed Brian Lesser as Global CEO of GroupM, bringing his extensive expertise in data- and technology-driven marketing to support the continued growth of GroupM. Brian was joined in February 2025 by Emily Del Greco, formerly a Partner at McKinsey & Company, as Global COO at GroupM.

In September 2024 Philip Jansen, formerly Chief Executive of BT Group, joined the WPP Board as a Non-Executive Director, succeeding Roberto Quarta as Chair on 1 January 2025.

From March 2025 Diane Holland, an experienced and highly respected financial leader within WPP, will be taking on the role of WPP's Deputy Chief Financial Officer. Most recently, Diane served as Chief Financial



### CREATIVE TECH APPRENTICESHIPS

Launched in November 2022, our Creative Tech Apprenticeship is a nine-month paid programme designed to equip emerging talent with next-generation technological skills. Since its inception, two cohorts have completed the programme, with most apprentices securing roles at our global production arm, Hogarth. In October 2024, we welcomed our third cohort of 16 apprentices, who received hands-on experience with leading brands and training in AI, creative coding and virtual production. Ethics, accessibility and inclusion remain central, ensuring participants are prepared to shape the future of technology in the creative industry and beyond.

and Transformation Officer for WPP Open and as the Global COO of VML. And in February 2024 Neil Stewart, whose career spans over 20 years in technology leadership roles, was appointed CEO of WPP Open.

Across the WPP network, Francisco Teixeira became Country Manager of WPP Portugal, while Kevin Johnson expanded his role as CEO of GroupM Canada to become President of WPP in Canada. Fiona Gordon was promoted to Global CEO of Advertising at Ogilvy, and James Murphy returned to Ogilvy as CEO of Ogilvy Group UK. In Asia Pacific, Rupert McPetrie was appointed CEO of GroupM China, and Chris Reitermann added the role of President of WPP in China to his leadership of Ogilvy in the region.

### CULTURE OF BELONGING

At WPP, a culture of belonging is a key enabler of creativity and therefore business success. By fostering inclusive workplaces, we encourage innovative ideas and solutions for both our people and our clients.

We have the ambition to be representative of the communities in which we operate and the consumers our clients wish to reach. Our Code of Business Conduct, which applies to everyone at WPP, sets out our commitment to select and promote people without discrimination.

In 2024 we partnered with The One Club for Creativity for the second time to launch One School UK, a free 16-week portfolio programme designed to open doors to a career in advertising and marketing for talented Black creatives.

We also continued to invest in Summit, our sponsorship programme focused on professional development for people of colour. In November 2024, a new cohort based in South Africa completed the programme, and we also inducted a UK-based cohort in September 2024.

And we refreshed our Inclusion as a Skill training, making it more digestible and engaging. Developed in partnership with MindGym, Inclusion as a Skill is designed to help employees at all levels learn and practise the behaviours needed to develop as inclusive leaders. The virtual, 90-minute multilingual sessions have been attended by thousands of employees worldwide.

Our Making Space initiative brings people together from across WPP to mark cultural moments and celebrate different communities within the Company. In 2024 activations included events for parents and caregivers, a series of events during Pride month, training on accessibility and disability in the employee experience, and speed mentoring to mark International Women's Day.

### BENEFITS

Benefits vary by market, and typically include retirement savings plans, employee assistance schemes, life assurance and health and wellbeing programmes. We continue to harmonise our benefits across WPP.

For example, our health and wellbeing programme focuses on physical, mental and emotional health to address challenges before they arise, along with quality healthcare for when issues emerge. Many of these benefits are also available to eligible family members. In certain jurisdictions we may also include the provision of family planning benefits.

This works in partnership with our Employee Assistance Programme, which promotes mental health support globally as part of its suite of resources.

### INDUSTRY RECOGNITION

Ten WPP leaders were named in UK INvolve's Heroes Women Role Model Lists for championing women in business and promoting gender diversity in 2024. A further 12 were named in the INvolve Empower Role Model List, celebrating leaders driving inclusion for people of colour within global businesses. And six were named in INvolve's Enable Role Model List, representing over 10% of the 50 recipients. This list celebrates individuals in the UK who advocate for workplace inclusion for people with disabilities, neurodiversity or mental health challenges.

Our people also won recognition for their creativity. Ogilvy's Piyush Pandey was awarded the 2024 Legend Award at the London International Awards, which recognises individuals who have demonstrated outstanding creativity at all levels. And in *The Drum's* annual World Creative Rankings, we retained our position as the most creatively awarded group in global marketing, thanks to the talent and dedication of our people across the world.

### REPRESENTATION

In 2024, 54% of our senior managers were women. The proportion of executive leaders across the Company who are women was 42% (2023: 41%).<sup>1</sup>

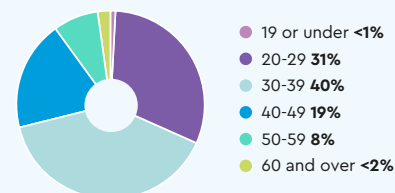
#### GENDER

Board and executive <sup>1</sup>		
42% (1,458)	58% (2,037)	2024
41% (1,471)	59% (2,082)	2023
Senior managers		
54% (10,657)	46% (9,189)	2024
53% (10,768)	47% (9,404)	2023
All other employees		
58% (48,244)	42% (35,476)	2024
58% (51,039)	42% (37,567)	2023
Total employees		
56% (60,359)	44% (46,702)	2024
56% (63,278)	44% (49,053)	2023

● Female ● Male

Gender diversity figures exclude a small proportion where gender is unknown or undisclosed. In 2024, this accounted for less than 1% of total headcount

#### AGE



Age diversity figures exclude a small proportion where age is unknown or undisclosed. In 2024, this accounted for less than 1% of headcount

➔ [Read about how we are addressing data quality and evolving our workforce disclosures on page 10 of our 2024 Sustainability Report](#)

<sup>1</sup> In line with the FTSE Women Leaders Review, the independent, business-led framework supported by the UK government. Executive leadership roles are defined as the board and executive leadership population (see WPP Sustainability Reporting Criteria 2024)

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## PEOPLE CONTINUED

### GREAT WORKPLACES

WPP campuses offer our people inspiring, collaborative places to work, bringing together the best talent, teams and technology under one roof.

In 2024 we launched seven new campuses, bringing the global total to 47. In September we opened our third London campus at One Southwark Bridge, now home to all employees from London-based GroupM agencies. We also opened a campus in Chennai, India, reinforcing the country's strategic importance as a hub for talent and innovation.

In 2025 five GroupM offices – Germany, Italy, Poland, Spain and UK – were recognised by the Top Employers Institute as a 2025 Top Employer. The Institute also awarded GroupM a 2025 Top Employer Europe accreditation.

### OFFICE ATTENDANCE

We believe that spending time together in person strengthens our collaboration, culture and creativity. That's why, from April 2025 we are asking our people to spend an average of four days a week in the office. Our clients are also moving in this direction, and increasingly expect it of teams who work with them.

We understand the value of balancing work and personal commitments, and aim to approach this transition with openness and an understanding of people's different circumstances. We are putting in place clear processes to request additional flexibility, including for those with caring responsibilities, health issues and other considerations. Some roles that have always been fully or largely remote will continue as they are going forward.

### EMPLOYEE ENGAGEMENT

Our All In staff survey for 2024 received 79,000 responses, reflecting continued engagement from our employees as we gather insights to shape our people strategy. Our employee net promoter score – how likely people are to recommend working here – remained neutral, while overall engagement was down slightly at 69%.

The survey identified a number of areas for improvement. At the same time, we were pleased to see that individual managers across the Company received strong feedback, with 85% of people agreeing that their manager creates an environment of belonging, and 78% agreeing that their manager encourages their career growth.

In response to feedback from 2023's survey, we made progress in key areas:

- **Career development:** expanded our Future Readiness Academies and enhanced Career Explorer, simplifying internal mobility to help employees build their careers within WPP
- **Mental health support:** enhanced our Employee Assistance Programme, including 24/7 counselling and support, alongside targeted awareness campaigns to promote these resources

Nearly 30,000 employees attended global CEO townhalls in 2024 – a chance for all employees to hear directly from Mark Read and other senior leaders – and we also launched the Count Me In survey, which captured responses from over 45,000 colleagues across 71 markets. The resulting insights will inform the development of our workplaces, policies and programmes, and enable access to opportunities for all.

➔ See more in the People section of our 2024 Sustainability Report

### FUTURE READINESS ACADEMIES

Future Readiness Academies equip our people with the knowledge and skills they need for success in a complex digital world. Over 280 online, on-demand bite-size lessons cover a broad range of skills, from Web3 to influencer marketing. Created in collaboration with the Open Data Institute and QA, the largest tech training company in the UK, our people can also access the full suite of QA lessons through the Academies.

Training is structured around:

- Core academies: covering pivotal topics in our industry such as marketing technology, commerce, data and AI, and the metaverse

- Skills essentials: covering a broad range of skills including leadership development, channel optimisation, healthcare content and other specialist courses
- Fundamentals: designed to cement core concepts such as data and insights, agile transformation, intelligent technology and commercial mindset

In 2024 our Academies expanded to include new courses including advanced AI training, focused on building essential skills in prompt engineering and practical AI application, and a new Sustainability Academy, delivering foundational knowledge in sustainability through core modules on climate essentials, green claims and circular economy.

90%  
user satisfaction rating

# PLANET

## Delivering progress against our sustainability goals to minimise our impact on the planet

### OUR CLIMATE STRATEGY

We are committed to decarbonising our own business and supporting our clients' carbon reduction efforts.

In 2021 we set near-term science-based targets to reduce our greenhouse gas emissions in line with limiting global warming to 1.5°C above pre-industrial levels, and the aims of the Paris Agreement on climate.

### OUR EMISSIONS TARGETS

**84%**

absolute Scope 1 and 2 emissions reduction by 2025<sup>1</sup>

**50%**

absolute Scope 3 emissions reduction by 2030<sup>1</sup>

These targets, which are verified by the Science Based Targets initiative (SBTi), were the first among our peers to include emissions from media buying and production (two-thirds of our total carbon footprint). We are also committed to offsetting residual emissions across our own operations (Scope 1 and 2) by 2025 and our supply chain (Scope 3) by 2030.

We continue to focus on reducing emissions across the five hotspots generating the largest proportion of emissions within our total footprint: real estate, enterprise technology, procurement, media and production. Across these hotspots, our aim is to integrate carbon reduction into our core commercial strategy and deliver reductions through day-to-day business activities.

Detailed, executive-sponsored emissions reduction strategies are being implemented for each hotspot. Progress is overseen by our Net Zero Leadership Group, bringing together the hotspot sponsors, including our Chief Procurement Officer and the CEO of Hogarth.

➔ See more in the Planet section of our 2024 Sustainability Report

### REDUCING SCOPE 1 AND 2 EMISSIONS

We continue to make progress towards our Scope 1 and 2 targets, largely driven by an increase in electricity purchased from renewable sources, improved energy efficiency in our buildings, reduction in our real estate portfolio by moving our people into fewer, more efficient buildings, and the shift towards electric and hybrid models for company cars.

**82%**

absolute reduction in tCO<sub>2</sub>e emissions (Scope 1 and 2) since 2019 and 26% reduction year-on-year

Our Scope 1 emissions for 2024 were 9,629 tCO<sub>2</sub>e (2023: 11,354 tCO<sub>2</sub>e), of which a subtotal of 7,191 tCO<sub>2</sub>e (75% of our total Scope 1 emissions footprint) has been subject to independent limited assurance procedures by PwC.

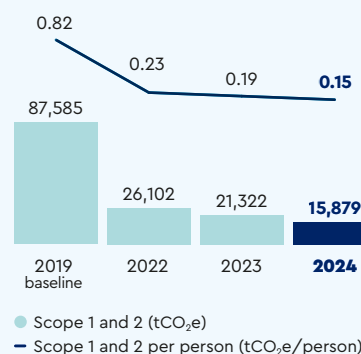
We also measure carbon intensity against revenue and headcount to track how we are decoupling carbon emissions from growth over time. In 2024, our headcount intensity was 0.15 tCO<sub>2</sub>e/person (2023: 0.19), a 22% reduction compared to 2023 and a 82% reduction since our 2019 baseline. Our revenue intensity was 1.08 tCO<sub>2</sub>e per £1 million revenue (2023: 1.44 tCO<sub>2</sub>e), a 25% reduction year-on-year and a 84% reduction since our 2019 baseline.

Company cars account for 63% of our Scope 1 emissions. We continue to shift company cars to electric and hybrid where infrastructure makes it feasible to do so. In 2024, 63% of centrally-leased company cars were electric or hybrid (2023: 46%), largely driven by Belgium and Germany (half of company car contracts), where all new company car contracts are electric or hybrid. The Scope 1 emissions not subject to assurance procedures relate to locally-contracted company cars, for which emissions have been estimated.

### RENEWABLE ELECTRICITY

In 2024, we bought 93% of our electricity from renewable sources (2023: 88%), and are on track to meet our target to reach 100% in 2025.

### MARKET-BASED SCOPE 1 AND 2 EMISSIONS PROGRESS (tCO<sub>2</sub>e EMISSIONS)



Scope 2 market-based emissions were 6,250 tCO<sub>2</sub>e (2023: 9,968 tCO<sub>2</sub>e), a 37% reduction from 2023. Scope 2 location-based emissions were 55,302 tCO<sub>2</sub>e (2023: 55,720 tCO<sub>2</sub>e), a 1% reduction from 2023.

### REDUCING SCOPE 3 EMISSIONS

Our supply chain makes up the overwhelming majority (98%) of our total emissions. We know that the complex nature of our supply chain makes our target to halve emissions by 2030 ambitious, but nevertheless it is one we are determined to reach. Engagement across our supply chain will be essential for delivering meaningful emissions reductions.

### PROCUREMENT

We continue to build our understanding of our supply chain emissions. We now know that just 138 carbon-strategic suppliers contribute 56% of our total indirect purchased goods and services emissions. We have assessed the maturity of these suppliers' emissions reduction plans and embarked on an outreach and engagement plan to collectively work towards decarbonisation of our supply chain.

<sup>1</sup> Data from 2019 baseline  
 Selected metrics marked with this symbol have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP (PwC) for the year ended 31 December 2024. For PwC's 2024 Limited Assurance Report and the WPP Sustainability Reporting Criteria 2024, see wpp.com/sustainabilityreport2024

## PLANET CONTINUED

### Air travel

Business air travel accounts for around 3% of our baseline carbon footprint, but remains a focus as it is an emissions category over which we have more control.

In 2024, air travel emissions increased by 21% compared to 2023, though remain 25% lower than the pre-pandemic levels of 2019. Our total Scope 3 emissions from business air travel were 91,651 tCO<sub>2</sub>e, including 61,894 tCO<sub>2</sub>e<sup>1</sup> from centrally contracted flights (68% of the total). The centrally contracted data is subject to independent limited assurance procedures by PwC. The air travel emissions not subject to assurance procedures come from flights booked outside our centralised systems.

To offset emissions from air travel, we have been purchasing high-quality carbon credits since 2007 and have permanently retired 1.8 million carbon credits, which are charged to each of our agencies.

### ENTERPRISE TECHNOLOGY

The technology we use – from data centres to laptops – generates 6% of our Scope 3 footprint.<sup>1</sup>

Through our Cloud Acceleration Programme we are replacing older, less efficient hardware with more modern, agile, demand-led cloud-based solutions, reducing the carbon intensity of day-to-day processes. To date, we have decommissioned more than 1,000 servers and moved a further 800 to the cloud. As we continue with our cloud-first strategy, powered by renewable electricity, we are reducing our energy consumption, with the added flexibility of only using what we need, when we need it.

Introducing new campus technology standards has reduced the size of IT equipment rooms by 75%, lowering construction costs, power consumption and cooling needs.

### MEDIA

We were the first among our peers to include emissions associated with media placement (more than half our supply chain emissions)<sup>1</sup> in our science-based reduction targets.

To explore the link between media performance and emissions, in 2024 we piloted (in partnership with third party AdTech vendors) new ways to estimate, optimise and reduce emissions.

We also welcomed the launch of the Global Media Sustainability Framework: the first industry-wide framework to measure carbon

consistently across different media channels and markets in accordance with the Greenhouse Gas Protocol's standards.

### PRODUCTION

The emissions generated by filming ads and the production of other content on behalf of clients are responsible for 14% of our supply chain carbon footprint.<sup>1</sup> Hogarth, our production agency, continues to innovate and invest in generative AI and virtual production technologies that allow for more efficient ways of generating content. By consolidating WPP's production capabilities under Hogarth, we can enhance overall production capabilities and boost skills development for our people.

Our production playbook helps guide decision-making before, during and after shoots. It supports teams in finding the right technology and approach to create the desired client requirements with the lowest carbon footprint.

Through our Production Studio, housed on WPP Open (our AI-powered marketing operating system), our creative teams can streamline and automate the creation of text, images and video. This unlocks efficiencies for clients and, in turn, emissions reductions, for example by reducing the need to travel.

### SUPPORTING CLIENTS' EMISSIONS REDUCTION

Four in five of our 50 largest clients have set, or are committed to setting, science-based targets through the SBTi. Clients look to us to help them find and scale solutions as they implement their own transition plans. We continue to create innovative campaigns that help clients deliver on their own commitments, access new consumer markets and respond to evolving consumer and stakeholder expectations (see page 56).

### EFFECTIVE GREEN CLAIMS

Scrutiny over brands' environmental claims continues, making it more important than ever that any claims we make on behalf of clients are authentic, material and matched by real action.

WPP's Green Claims Guide and training provides principles and practical tips for making effective green claims that are not misleading in any way. In 2024 we made training accessible to all WPP employees through our new Sustainability Academy, and delivered bespoke training to clients in potentially higher-risk sectors (see page 56).

### OFFSETTING

The first step to limiting emissions is to reduce the total footprint of any of our products or services as far as possible. Our Environment Policy sets out how we manage the cost and quality of the carbon credits we buy to offset emissions we cannot avoid.

### EVOLVING OUR ENVIRONMENTAL DISCLOSURES

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

Calculating Scope 3 emissions is complex. To improve the speed of data delivery and the accuracy of data processing, we are centralising data sources, applying modelling techniques and automating data feeds. We include Scope 3 emissions data in our CDP Climate Change submission (see [cdp.net](https://www.cdp.net)).

As we evolve our disclosures to be consistent with the CSRD and other ESG reporting requirements, we will continue to disclose information on topics that fall outside the scope of CSRD reporting (including waste, circular economy and water management practices) through our annual ESG Data Book, CDP response and our EcoVadis submission. We remain committed to ongoing responsible management practices across both material and non-material environmental topics.

In 2025, we will recalculate our baseline carbon emissions in line with SBTi guidelines, as required every five years. We will publish our first formal Transition Plan once this exercise is complete, aligned to regulatory guidance including the recommendations of the Transition Plan Taskforce and the IFRS Sustainability Standards.

➔ See more in the Planet section of our [2024 Sustainability Report](#) and our [2024 ESG Data Book](#)

<sup>1</sup> Data from 2019 baseline

Selected metrics marked with this symbol have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP (PwC) for the year ended 31 December 2024. For PwC's 2024 Limited Assurance Report and the WPP Sustainability Reporting Criteria 2024, see [wpp.com/sustainabilityreport2024](https://www.wpp.com/sustainabilityreport2024)

# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES STATEMENT

## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) CONTENT INDEX

This section of our reporting includes disclosures relating to WPP's identified climate-related risks and opportunities.

### UK LISTING RULES STATEMENT OF COMPLIANCE

WPP was an early adopter of the Task Force on Climate-related Financial Disclosures framework. WPP's seventh disclosure, set out below, is structured around the four TCFD themes of governance, strategy, risk management, and metrics and targets. We aim to develop our disclosures in line with TCFD's 11 recommended disclosures set out in June 2017 (see table below). We report in line with the FCA Listing Rule 6.6.6(8), which requires us to report on a 'comply or explain' basis against the TCFD recommended disclosures in respect of the financial year ended 31 December 2024.

We consider our climate-related financial disclosures to be consistent with nine of the 11 TCFD recommended disclosures, and we have explained why we are not consistent for the remaining two in the related sections. We aim to be consistent with all 11 requirements within the timeframe of the UK's adoption of the IFRS Sustainability Standards. Therefore our disclosures are compliant with Listing Rule UKLR 6.6.6(8) and aligned with The Companies Regulations 2022, 414CB (2a). Some of the recommended disclosures, published in the 2021 TCFD Annex, will take

more time for us to become fully consistent with due to challenges around data access and quantification. These areas, outlined in the table below, are most closely aligned with the UK Companies Regulations 414CB (2a), sub paragraphs (e) and (f), and relate to detailed financial impacts and quantitative scenario analysis of climate-related risks and opportunities. We will continue to implement the 2021 TCFD Annex recommendations, and intend to apply these more fully in our future disclosures through 2025.

TCFD RECOMMENDATION	LOCATION IN REPORT	COMPANIES ACT 2006, S414CB(2a-h)
<b>GOVERNANCE</b>		
<p>✓ a) Describe the Board's oversight of climate-related risks and opportunities</p>	<p><b>OUR APPROACH TO SUSTAINABILITY</b> The governance of climate-related risks and opportunities is fully integrated within our sustainability governance structures. References to sustainability and ESG are inclusive of the climate change issues identified as relevant to WPP in this TCFD statement</p> <p>The Sustainability Committee meets at least four times a year, receiving in-depth progress reviews from management on climate-related issues. The Board receives an update from the Sustainability Committee Chair following each meeting</p> <p>The Audit Committee also receives updates on the status of ESG reporting at WPP, including updates on climate-related risks, carbon emissions reporting and related assurance processes</p> <p><b>SUSTAINABILITY COMMITTEE REPORT</b> The Sustainability Committee Report provides an update on the matters considered by the Committee in 2024</p>	<p>Page 40 CA s414CB(2a)</p> <p>Page 117</p>
<p>✓ b) Describe management's role in assessing and managing climate-related risks and opportunities</p>	<p><b>OUR APPROACH TO SUSTAINABILITY</b> Our CEO and CFO (both Executive Directors) have overall responsibility for climate-related risks and opportunities, and our performance on carbon reduction is integrated into the CEO's incentive plan. The Chief Sustainability Officer has operational responsibility for assessing and managing climate-related issues</p>	<p>Page 40 CA s414CB(2a)</p>

KEY  Consistent  Partially consistent

# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES STATEMENT CONTINUED

TCFD RECOMMENDATION	LOCATION IN REPORT		COMPANIES ACT 2006, S414CB(2a-h)
<b>STRATEGY</b>			
<p>✓ a) Describe the climate-related risks and opportunities the organisation has identified over the short-, medium- and long-term</p>	<p><b>PRINCIPAL RISKS AND UNCERTAINTIES</b> Descriptions of WPP's climate-related risks and opportunities are included in the Principal Risks disclosure</p> <p><b>CLIMATE-RELATED RISKS AND OPPORTUNITIES</b> Detailed descriptions of our climate-related risks and opportunities over the short-, medium- and long-term</p>	<p>Page 78</p> <p>Page 50</p>	<p>CA s414CB(2d)</p> <p>CA s414CB(2e)</p>
<p>⊗ b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning</p>	<p><b>CLIMATE-RELATED RISKS AND OPPORTUNITIES</b> Detailed descriptions of the impact of climate-related risks and opportunities on our resilience, strategy and financial planning. We have not yet quantified the impact of our climate-related risks and opportunities. Information on the status of quantification is included against each risk and opportunity disclosure</p>	<p>Page 50</p>	<p>CA s414CB(2e)</p>
<p>⊗ c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</p>	<p><b>CLIMATE-RELATED RISKS AND OPPORTUNITIES</b> Detailed descriptions of the impact of climate-related risks and opportunities on our resilience, strategy and financial planning. We have not yet quantified the impact of our climate-related risks and opportunities. Information on the status of quantification is included against each risk and opportunity disclosure</p>	<p>Page 50</p>	<p>CA s414CB(2f)</p>
<b>RISK MANAGEMENT</b>			
<p>✓ a) Describe the organisation's processes for identifying and assessing climate-related risks</p>	<p><b>IDENTIFYING CLIMATE-RELATED RISKS</b> Detailed descriptions of how our climate-related risks and opportunities are managed</p>	<p>Page 49</p>	<p>CA s414CB(2b)</p>
<p>✓ b) Describe the organisation's processes for managing climate-related risks</p>	<p><b>CLIMATE-RELATED RISKS AND OPPORTUNITIES</b> Climate-related risks are integrated into our overall risk management process. We disclose how we manage our relevant climate-related risks and opportunities in our risk disclosure table</p>	<p>Page 50</p>	<p>CA s414CB(2b)</p>
<p>✓ c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management</p>	<p><b>IDENTIFYING CLIMATE-RELATED RISKS</b> Our process for identifying climate-related risks takes into account multiple sources and stakeholders. It is integrated into our overall risk management process</p>	<p>Page 49</p>	<p>CA s414CB(2c)</p>
<b>METRICS AND TARGETS</b>			
<p>✓ a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process</p>	<p><b>TCFD METRICS AND TARGETS SUMMARY</b> Metrics and targets relating to our relevant climate-related risks and opportunities are provided in a summary table</p>	<p>Page 54</p>	<p>CA s414CB(2h)</p>
<p>✓ b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks</p>	<p><b>CARBON EMISSIONS STATEMENT</b> Our carbon emissions statement outlines our Scope 1, Scope 2 and Scope 3 business air travel emissions. We include Scope 3 emissions data in our CDP Climate Change submissions, published alongside this report (see wpp.com/sustainabilityreport2024), as we have not yet undertaken third party limited assurance over our full Scope 3 inventory</p>	<p>Page 55</p>	<p>CA s414CB(2h)</p>
<p>✓ c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets</p>	<p><b>TCFD METRICS AND TARGETS SUMMARY</b> Metrics and targets relating to our relevant climate-related risks and opportunities are provided in a summary table</p>	<p>Page 54</p>	<p>CA s414CB(2g)</p>

KEY ✓ Consistent ⊗ Partially consistent

**IDENTIFYING CLIMATE-RELATED RISKS**

The identification of climate-related risks and opportunities includes input from multiple sources and stakeholders. Annually, we reconfirm the list of risks and opportunities through analysis and interviews. This analysis is informed by interviews with sustainability and consumer experts from within WPP agencies, as well as external data sources. Recommendations on changes to the risks and opportunities and associated disclosures are reviewed by the Board Sustainability Committee on an annual basis.

Sustainability risks, including climate-related risks, are integrated into our overall risk management processes. The implications, including potential impact and actions necessary to mitigate and monitor, are reviewed by the Audit Committee on a regular basis. Our overall risk management process is outlined from page 73 and extreme weather and climate-related natural disasters are referenced within Environmental, social and governance risk, within the Principal risks and uncertainties disclosure from page 78. WPP has established risk committees at Group level and across our networks with the aim of ensuring oversight and focus at both levels to review, monitor and advise on risk and compliance issues, and climate risk is on their agendas.

➔ See page 73

The relative significance of climate-related risk relative to other risks is considered both through the WPP double materiality assessment (see page 36) for information on the approach) and through the review of the principal risks and uncertainties disclosure.

**CLIMATE-RELATED RISKS AND OPPORTUNITIES**

WPP's disclosure of relevant climate-related risks and opportunities provided in this section outlines the impacts we expect to see on our business between now and 2030. It includes qualitative disclosure of both the impact on, and the resilience of, WPP's strategy. Details of the time horizons and climate scenarios considered as part of this assessment are included in the tables from page 50.

We do not believe there is a material financial impact of physical or transition climate change risks on our current year financial reporting. Further information is provided in the Accounting policies under 'Climate change considerations' (see page 156). Climate-related issues are not expected to be material in the short-term planning horizon. Materiality is described in our application of materiality (see page 191).

The risks and opportunities included in this disclosure are considered as part of the Group's budget-setting processes. For example, budgets related to the delivery of our net zero programme are considered by the functions responsible for individual hotspots.

➔ See pages 45 and 46

**MATERIALITY DEFINITIONS**

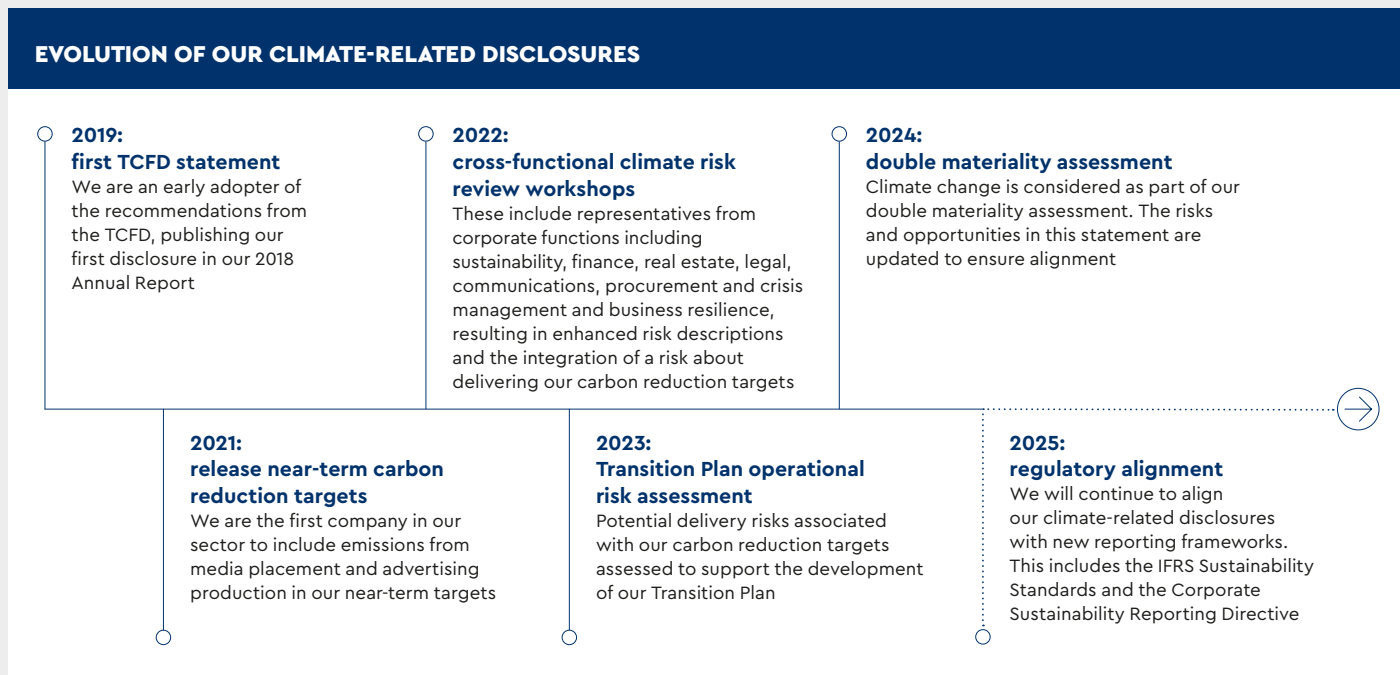
**Financially material:** the observed or estimated impact exceeds the Group materiality threshold as determined by WPP's double materiality assessment

➔ See page 36

**Impact material:** the ESG topic is identified as material through the process outlined in WPP's double materiality assessment

➔ See page 36

**Relevant:** an ESG topic which falls below the materiality threshold, but is identified by management as relevant to users of this TCFD statement



# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES STATEMENT CONTINUED

## CLIMATE SCENARIOS

Details of the assumptions applied under each scenario are included against each risk and opportunity. These scenarios were selected to cover a range of potential scenarios exploring how climate change could impact the business. We have used the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathways (RCPs) to provide inputs and assumptions regarding decarbonisation trajectories and physical impacts. The IPCC Shared Socioeconomic Pathways (SSPs) are used to provide social, economic and political inputs and assumptions.

Description	High-carbon (more than 4°C)	Low-carbon (less than 2°C)	Very low-carbon (less than 1.5°C)
RCP alignment	RCP 8.5 – business as usual, 4-degree Celsius	RCP 2.6 – acceptable limit 2-degree Celsius	RCP 1.9 – net zero transition 1.5-degree Celsius
IPCC SSP alignment	SSP4 – a road divided	SSP2 – middle of the road	SSP1 – the green road

## TIME HORIZONS

Time horizon	Time period	Internal time horizon alignment
○ Short-term	2024-2025	Annual reporting period
◐ Medium-term	2025-2027	Scope 1 and 2 science-based reduction target (2025) and Transformation Programme (2027)
● Long-term	2028-2030	Scope 3 science-based reduction target (2030) <sup>1</sup>

## WPP'S CLIMATE-RELATED RISKS AND OPPORTUNITIES

### POTENTIAL IMPACT AND RESILIENCE

RISK OR OPPORTUNITY	HIGH-CARBON SCENARIO	LOW-CARBON SCENARIO	VERY LOW-CARBON SCENARIO	MANAGEMENT
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### PHYSICAL RISKS AND OPPORTUNITIES

#### Increased frequency of extreme weather and climate-related natural disasters

#### Area of potential impact: Expenditure

Link to Principal Risks: see 'environmental, social and governance' on page 85

Includes chronic and acute extreme weather which can damage our buildings and our employees' homes, jeopardise the safety and wellbeing of our people and has the potential to disrupt our operations. We consider this risk relevant to all operations, however certain geographies are more exposed (eg coastal cities including Chennai, New York, Miami, Mumbai, and Shanghai)

We are currently unable to fully isolate the impact of climate change from other drivers and therefore do not publish a quantified value

**Key assumptions:** The physical impacts of climate change are broadly consistent across all three scenarios considered and start to differentiate after 2050 (in line with the RCP and SSP narratives). We are already experiencing increased exposure to extreme weather events

**Impact:** As the longer-term physical impacts of climate change increase, we have assumed that WPP's campuses, business continuity procedures and employee support systems would require some additional investment above inflation to ensure continuity, minimise risk to infrastructure and, more critically, our people. We would also need to diversify these programmes to respond to increased climate-related migration, for example supporting our people through relocations

**Crisis management and business resilience (see page 85):** Provides global standards for operational resilience; strategy, governance, policy, resources and training assets to better plan for and respond to crisis events of all types and at all degrees of scale

**Campuses (see page 33):** Our campus programme enables centralisation of emergency preparedness, incident response and business continuity procedures

**Employee Assistance Programme (see page 44):** Is activated in response to climate-related extreme weather events

**Supporting colleagues (see page 59):** We provide support for colleagues affected by natural disasters

<sup>1</sup> The long-term time horizon exceeds the period included in current financial planning, which covers a three-year time period

WPP'S CLIMATE-RELATED RISKS AND OPPORTUNITIES CONTINUED

POTENTIAL IMPACT AND RESILIENCE

RISK OR OPPORTUNITY	HIGH-CARBON SCENARIO	LOW-CARBON SCENARIO	VERY LOW-CARBON SCENARIO	MANAGEMENT
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TRANSITION RISKS AND OPPORTUNITIES

Delivering carbon reduction commitments     

**Area of potential impact:** Expenditure

Link to Principal Risks: see 'environmental, social and governance' on page 85

Delivering WPP's Scope 3 carbon reduction targets depends upon the adoption of new technologies (some of which have not yet been conceived or created) and business model innovations across the supply chain. We consider this risk relevant to all geographies, however it is more observable for operations with larger associated carbon emissions (eg media and production)

We are currently unable to fully isolate the costs associated with our Transition Plan from other non-sustainability programmes and therefore do not publish a quantified value

**Key assumptions:** Policy support would be limited and market-based solutions prioritised. There would be limited regulation and reporting standards specific to our sector, eg around green claims and carbon-based products. Clients, consumers and existing commitments would drive decarbonisation

**Potential impact:** Increased investment would be required in building renovation, electrification and supplier engagement to meet targets, including developing internal ESG capacity and capabilities. Likely increase in the cost of carbon removals required to meet our carbon reduction targets

**Key assumptions:** Policy support would be limited to markets currently advancing policy. This includes the EU and includes sector-specific requirements. Market-based solutions would still feature heavily. Increased policy action would embolden client and consumer expectations, resulting in wider calls for decarbonisation

**Potential impact:** Markets with less policy support and regulation may require additional expenditure to meet targets. Moderate demand-led increase in market price per tonne of carbon removals required to meet our carbon reduction targets

**Key assumptions:** Policy support would be widespread, accelerating progress towards net zero across our value chain. Market-based solutions still utilised. Increased policy action would embolden client and consumer expectations, substantially accelerating the required pace of change

**Potential impact:** Policy support would accelerate the pace of change, reducing investment required to deliver targets. More rapid decarbonisation would reduce pressure on the carbon removals market, and reduce overall cost associated with meeting our carbon reduction targets

**Our transition plan (see 'Planet' on pages 45 and 46):** In 2021, we set near-term science-based targets to reduce our greenhouse gas emissions in line with limiting global warming to 1.5°C above pre-industrial levels. Our Transition Plan will address how we are managing the implementation of our carbon reduction commitments

Changes in regulation and reporting standards     

**Area of potential impact:** Expenditure

Link to Principal Risks: see 'environmental, social and governance' on page 85

WPP could be subject to increased costs to comply with potential future changes in environmental laws and regulations and increasing carbon offset pricing to meet its climate commitments. Carbon emission accounting for marketing and media is in its infancy and methodologies continue to evolve. This is particularly the case for emissions associated with digital media

We are currently unable to isolate the impact of climate change from other drivers and therefore do not publish a quantified value

**Key assumptions:** No new disclosure standards and reporting requirements emerge. A lack of ESG reporting regulation and standards could lead to mistrust of corporate carbon emissions data, climate commitments and the advertising of sustainable products and services among consumers and clients

**Potential impact:** Current resourcing levels would continue to meet reporting obligations

**Key assumptions:** Emerging disclosure standards and reporting requirements in markets currently enacting legislation come into effect

**Potential impact:** Additional investment in internal capability building (managed at a global level), data capture, reporting and assurance would be required to meet the needs of legislation, including in the UK, US and EU where legislation addressing ESG reporting is currently being enacted

**Key assumptions:** Disclosure standards and reporting requirements cover most major geographies and advance beyond what is currently in place. This includes the expansion of reporting requirements specific to the advertising sector – eg relating to the emissions facilitated through the sale of products and services

**Potential impact:** Further additional investment in internal capability building (with localised expertise to support local compliance), data capture, reporting and assurance would be required to meet the needs of this legislation

**ESG reporting (page 36):** We are monitoring developments in legislation relating to ESG reporting and the regulation of environmental claims, and investing in internal capability building in response

**Work with integrity (page 56):** Our Green Claims Guide is informed by guidance from regulators and complemented by a legal toolkit that has been incorporated into our legal clearance process

**Offsetting (page 46):** Our Environment Policy covers how we manage the cost and quality of carbon credits purchased to offset emissions we cannot remove. We continue to develop our offsetting strategy as part of our Transition Plan



# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES STATEMENT CONTINUED

## WPP'S CLIMATE-RELATED RISKS AND OPPORTUNITIES CONTINUED

### POTENTIAL IMPACT AND RESILIENCE

RISK OR OPPORTUNITY	HIGH-CARBON SCENARIO	LOW-CARBON SCENARIO	VERY LOW-CARBON SCENARIO	MANAGEMENT
<b>Increased demand for sustainable products and services</b>   				
<p><b>Area of potential impact:</b> Revenue</p> <p>Link to Principal Risks: N/A</p> <p>Opportunity to grow revenues from products and services which support clients as they seek to decarbonise their businesses. This may include developing low carbon marketing, media and ecommerce services, developing sustainability-focused brand strategies and promoting sustainable consumption to consumers</p> <p>This opportunity is relevant globally. We have not yet quantified the scale of this opportunity due to the availability of data</p>	<p><b>Key assumptions:</b> Under this scenario we have assumed that, while some clients and consumers will seek sustainable products and services, the overall rise in demand is limited</p> <p><b>Potential impact:</b> The overall impact on Group-level financial planning processes would be limited</p>	<p><b>Key assumptions:</b> Growth in demand would be steady, and revenue generated from sustainable products and services by 2030 would be material with some markets and services seeing more growth than others</p> <p><b>Potential impact:</b> Budgets and cash flow forecasts would likely reflect an investment in sustainability-related skills, as well as new sustainable product and service offerings</p>	<p><b>Key assumptions:</b> Growth in demand would be rapid, and sustainable products and services would make up a significant proportion of revenues by 2030 across most markets and service offerings</p> <p><b>Potential impact:</b> Budgets and cash flow forecasts would reflect the required investment to meet the opportunity. Significantly increased investment in employee capability required, and growth through acquisition may be needed to meet demand. Innovation and investment in new products and services would be extensive</p>	<p><b>Our approach to sustainability (pages 40 and 41):</b> Outlines our commitment to developing products and services which enable our clients to adopt leadership positions on climate change and exceed the expectations of consumers</p> <p><b>Media decarbonisation (page 46):</b> In 2024, GroupM piloted new ways to estimate, optimise and reduce emissions associated with media placement</p> <p><b>Advertising production (page 46):</b> We continue to invest in generative AI and virtual production technologies that allow for more efficient ways of generating content</p>
<b>Achieving resource efficiencies through cutting our carbon footprint and improving energy efficiency</b>   				
<p><b>Area of potential impact:</b> Avoided expenditure</p> <p>Link to Principal Risks: N/A</p> <p>Through carbon reduction initiatives we have the opportunity to decrease the costs associated with energy use and limit increased costs associated with carbon taxation. This relates both to our buildings, and to energy-intense activities such as data storage. This opportunity is relevant globally</p> <p>We are currently unable to isolate the impact of climate change from other variables and therefore do not publish a quantified range of impact</p>	<p><b>Key assumptions:</b> Policy support for decarbonisation would be limited, placing the burden for decarbonisation on private sector funding</p> <p><b>Potential impact:</b> Our investment in our carbon reduction strategy would still achieve resource efficiencies. However, some decarbonisation opportunities, including technology-based solutions, may not be available without a supportive policy environment, lowering the impact of this opportunity. This may increase our overall expenditure on carbon removals and offsets required to meet our climate commitments</p>	<p><b>Key assumptions:</b> A greater level of policy support for decarbonisation would widen the pool of opportunities available to WPP. This includes greater proliferation of electrified buildings, greater availability of electric vehicles and greater innovation in value chain solutions. This would accelerate the overall rate at which WPP could decarbonise our operations and value chain</p> <p><b>Potential impact:</b> The greater availability of decarbonisation options would accelerate the overall rate at which WPP could decarbonise our operations and value chain. Overall, this would lower our reliance on removal-based offsetting and reduce the cost associated with meeting our climate commitments</p>	<p><b>Our Transition Plan (see 'Planet' on pages 45 and 46):</b> In 2021, we set near-term science-based targets to reduce our greenhouse gas emissions in line with limiting global warming to 1.5°C above pre-industrial levels. Our Transition Plan will address how we are managing the implementation of our carbon reduction commitments</p>	

WPP'S CLIMATE-RELATED RISKS AND OPPORTUNITIES CONTINUED

POTENTIAL IMPACT AND RESILIENCE

RISK OR OPPORTUNITY	HIGH-CARBON SCENARIO	LOW-CARBON SCENARIO	VERY LOW-CARBON SCENARIO	MANAGEMENT
<p><b>Increased reputational risk associated with misrepresenting environmental claims in marketing and advertising content</b> ◆ ○ ●</p>				
<p><b>Area of potential impact:</b> Fines, Revenue</p> <p>Link to Principal Risks: see 'environmental, social and governance' on page 85</p> <p>Businesses and brands are seeing continued scrutiny of their role in driving consumption. Our clients seek expert partners who can give recommendations that take into account stakeholder concerns around climate change. This risk is globally relevant, but in the short-term is greater in geographies with existing or emerging regulation (Australia, EU, US and UK)</p> <p>We are currently unable to isolate the impact of climate change from other variables and therefore do not publish a quantified range of impact</p>	<p><b>Key assumptions:</b> Government regulation of environmental advertising and marketing claims would likely be limited. There is little risk of litigation</p> <p><b>Potential impact:</b> The risk of fines or revenue losses is negligible under this scenario. We would continue to invest in training to support credible environmental claims to respond to consumer and client concerns around credibility. As government regulation of environmental advertising and marketing claims has been enacted in geographies including Australia, EU and the UK, we no longer consider this scenario as relevant</p>	<p><b>Key assumptions:</b> Government regulation of environmental advertising and marketing claims is likely to be centred on markets already advancing climate policy, in addition to consumer and client concern around credibility. This includes the EU. The risk of litigation increases in those markets</p> <p><b>Potential impact:</b> Increased investment in training and capability would be required to ensure advertising and marketing content is compliant</p>	<p><b>Key assumptions:</b> Government regulation of environmental advertising and marketing claims would likely be widespread, in addition to a significant rise in consumer and client concern around credibility. There would be widespread risk of litigation and the potential for revenue losses should our reputation for credibility be jeopardised</p> <p><b>Potential impact:</b> Investment in localised training and capability would be required to ensure advertising and marketing content is compliant</p>	<p><b>Policies, procedures and culture (pages 74-76):</b> The misrepresentation of environmental issues is governed by our Code of Conduct</p> <p><b>Work with integrity (page 56):</b> We continue to develop and implement internal tools, including our Green Claims Guide, to help our people make effective environmental claims which are not misleading in any way</p> <p><b>Accepting new assignments (page 56):</b> Our Assignment Acceptance Policy and Framework provides guidance on how to conduct due diligence in relation to clients and any work we are asked to undertake</p>

<p><b>Increased reputational risk associated with working on client briefs perceived to be environmentally detrimental</b> ◆ ○ ●</p>				
<p><b>Area of potential impact:</b> Revenue</p> <p>Link to Principal Risks: see 'environmental, social and governance' on page 85</p> <p>WPP serves some clients whose business models are under increased scrutiny, for example energy companies or associated industry groups who are at different stages of the decarbonisation process. This creates both a reputational and related financial risk for WPP if we are not rigorous in our content standards as we grow our sustainability related services</p> <p>We are currently unable to isolate the impact of climate change from other variables and therefore do not publish a quantified range of impact</p>	<p><b>Key assumptions:</b> Government regulation of environmental advertising and marketing claims is limited. There is little risk of litigation</p> <p><b>Potential impact:</b> We continue to develop training to support credible environmental claims to respond to consumer and client concerns around credibility</p>	<p><b>Key assumptions:</b> Government regulation in a limited number of markets could outline definitions of high-carbon products or services that cannot be advertised, but this is restricted to the most carbon-intense instances. The risk of litigation increases in those markets</p> <p><b>Potential impact:</b> There is likely to be an increased risk associated with working on client briefs perceived to be environmentally detrimental. Increased investment in training and capability is required to ensure advertising and marketing content is compliant</p>	<p><b>Key assumptions:</b> Government regulation in a wide number of markets may outline definitions of high-carbon products or services that cannot be advertised and this covers a wider number of instances</p> <p><b>Potential impact:</b> There is widespread risk of litigation and the potential for revenue losses should our reputation for credibility be jeopardised. There is an observable increased risk associated with working on client briefs perceived to be environmentally detrimental. Investment in localised training and capability would be required to ensure advertising and marketing content is compliant</p>	<p><b>Accepting new assignments (page 56):</b> Our Assignment Acceptance Policy and Framework provides guidance on how to conduct due diligence in relation to clients and any work we are asked to undertake</p>

# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES STATEMENT CONTINUED

## METRICS AND TARGETS

Metrics and targets are used by WPP to assess and manage our climate-related risks and opportunities. As part of the process of preparing this disclosure, we have considered the metrics set out by the TCFD in tables A1.1, A1.2 and A2.1 of the TCFD recommendations.

WPP RISK OR OPPORTUNITY	TCFD CATEGORY	INTERNAL TIME HORIZON ALIGNMENT	FURTHER DETAIL
Increased frequency of extreme weather and climate-related natural disasters	Physical risks	⊗ 13% of headcount located in countries at 'extreme' exposure to the physical impacts of climate change in the next 30 years (2023: 12%)	Our campuses (page 33)
Changes in regulation and reporting standards	Transition risks	⊙ Recalculate our baseline carbon emissions in line with SBTi guidelines, as required every five years	Evolving our environmental disclosures (page 46)
Delivering carbon reduction commitments	Greenhouse gas emissions	⊙ Reducing absolute Scope 1 and 2 emissions by 84% by 2025 and absolute Scope 3 emissions – including media buying – by 50% by 2030, both from a 2019 base year	Our climate strategy (page 45)
		⊙ Offset residual emissions to reach net zero in our own operations (Scope 1 and 2) by 2025 and across our supply chain (Scope 3) by 2030	Our climate strategy (page 45)
		⊙ Sourcing 100% of our electricity from renewable sources by 2025	Reducing Scope 1 and 2 emissions (page 45)
		⊗ Absolute Scope 1 and Scope 2 emissions	Carbon emissions statement (page 55)
		⊗ Scope 1 and 2 carbon emissions per person and per unit of revenue	Carbon emissions statement (page 55)
		⊗ Scope 3 carbon emissions	Reducing Scope 3 emissions (page 45 and 46)
			WPP CDP Disclosure 2024 (see <a href="http://wpp.com/sustainabilityreport2024">wpp.com/sustainabilityreport2024</a> )
		⊗ 93% electricity purchased from renewable sources (2023: 88%)	Operational emissions (page 45)
Capital deployment	⊙ Updated environmental and social metrics linked to the margin of WPP's revolving credit facility (February 2025)	Sustainability (page 37)	
Remuneration	⊗ Integration of performance on Scope 1 and 2 carbon reduction targets in executive remuneration	Compensation, succession and evaluation (from page 119)	
Internal carbon prices	⊗ £6.88 per tCO <sub>2</sub> e associated with business air travel recharged to WPP agencies (2023: £6.93 per tCO <sub>2</sub> e)	Offsetting (page 46)	
Increased demand for sustainable products and services	Climate-related opportunities	⊗ 82% of our top 50 clients have set or committed to set science-based carbon reduction targets (2023: 82%)	Supporting clients' emissions reduction (page 46)
Achieving resource efficiencies through cutting our carbon footprint and improving energy efficiency	Climate-related opportunities	⊙ Sourcing 100% of our electricity from renewable sources by 2025	Reducing Scope 1 and 2 emissions (page 45)
Increased reputational risk associated with misrepresenting environmental claims in marketing and advertising content	Transition risks	⊗ Expand the delivery of Green Claims training, with focus on potentially higher-risk and higher-emissions sectors	Work with integrity (page 56)
Increased reputational risk associated with working on client briefs perceived to be environmentally detrimental	Transition risks		

⊙ Selected metrics marked with this symbol have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP (PwC) for the year ended 31 December 2024. For PwC's 2024 Limited Assurance Report and the WPP Sustainability Reporting Criteria 2024, see [wpp.com/sustainabilityreport2024](http://wpp.com/sustainabilityreport2024)

KEY ⊙ Target ⊗ Metric

# CARBON EMISSIONS STATEMENT

## EMISSIONS AND ENERGY<sup>1,2</sup>

CO<sub>2</sub>e EMISSIONS BREAKDOWN (TONNES/ENERGY (MWh))

		2024						2023	2022	BASE YEAR 2019
Emissions source		UK <sup>3</sup>		Non-UK		Total		Total	Total	Total
		Energy MWh	Tonnes of CO <sub>2</sub> e	Energy MWh	Tonnes of CO <sub>2</sub> e	Energy MWh	Tonnes of CO <sub>2</sub> e	Tonnes of CO <sub>2</sub> e	Tonnes of CO <sub>2</sub> e	Tonnes of CO <sub>2</sub> e
<b>Continuing operations</b>										
Scope 1	Natural gas	7,598	1,540	8,838	1,791	16,436	<b>3,331</b>	3,787	4,443	6,299
	Diesel and heating oil	1	0	781	203	782	<b>203</b>	494	698	541
	Company cars (centrally contracted)	N/A	2	N/A	3,655	N/A	<b>3,657</b>	4,251	4,911	
	<b>Sub-total Scope 1</b>	<b>7,599</b>	<b>1,542</b>	<b>9,619</b>	<b>5,649</b>	<b>17,218</b>	<b>7,191</b> <sup>⊗</sup>	<b>8,532</b>	<b>10,052</b>	18,175
	Company cars (local contracts)	N/A	10	N/A	2,427	N/A	2,438	2,822	4,054	
	<b>Total Scope 1</b>	<b>7,599</b>	<b>1,552</b>	<b>9,619</b>	<b>8,076</b>	<b>17,218</b>	<b>9,629</b>	<b>11,354</b>	<b>14,106</b>	<b>25,015</b>
Scope 2	Standard electricity (location-based)	0	0	10,370	4,585	10,370	4,585	7,969	10,431	56,421
	Green and renewable electricity (location-based)	17,514	3,626	119,023	45,411	136,536	49,037	45,937	41,558	27,324
	Heat and steam	0	0	9,352	1,680	9,352	1,680	1,814	1,964	1,820
	<b>Total Scope 2 (location-based emissions)</b>	<b>17,514</b>	<b>3,626</b>	<b>138,745</b>	<b>51,676</b>	<b>156,258</b>	<b>55,302</b> <sup>⊗</sup>	<b>55,720</b>	<b>53,953</b>	<b>85,565</b>
	Standard electricity (market-based)	0	0	10,370	4,570	10,370	4,570	8,154	10,032	60,750
	Green and renewable electricity (market-based)	17,514	0	119,023	0	136,536	0	0	0	0
	Heat and steam	0	0	9,352	1,680	9,352	1,680	1,814	1,964	1,820
	<b>Total Scope 2 (market-based emissions)</b>	<b>17,514</b>	<b>0</b>	<b>138,745</b>	<b>6,250</b>	<b>156,258</b>	<b>6,250</b> <sup>⊗</sup>	<b>9,968</b>	<b>11,996</b>	<b>62,570</b>
Total Scope 1 and 2	Total Scope 1 and 2 (location-based)	<b>25,113</b>	<b>5,178</b>	<b>148,364</b>	<b>59,752</b>	<b>173,476</b>	<b>64,931</b>	<b>67,074</b>	<b>68,059</b>	<b>110,580</b>
	Total Scope 1 and 2 (market-based)	<b>25,113</b>	<b>1,552</b>	<b>148,364</b>	<b>14,326</b>	<b>173,376</b>	<b>15,879</b>	<b>21,322</b>	<b>26,102</b>	<b>87,585</b>
Scope 3	Business air travel (centrally contracted flights)	N/A		N/A		N/A	<b>61,894</b> <sup>⊗</sup>	59,793	34,315	122,967
	Business air travel (locally contracted and uplifted)						29,757	15,894	21,347	
	<b>Total Scope 3 (business air travel)</b>						<b>91,651</b>	<b>75,687</b>	<b>55,662</b>	<b>122,967</b>

## WPP'S CARBON INTENSITY (TONNES OF CO<sub>2</sub>e)

Intensity metric		UK		Non-UK		Total		2023	2022	2019
Total Scope 1 and 2	Tonnes per full-time employee (market-based)	N/A	0.13	N/A	0.15	N/A	0.15	0.19	0.23	0.82
	Tonnes per £m revenue (market-based)	N/A	N/A	N/A	N/A	N/A	1.08	1.44	1.81	6.62
Scope 3	Tonnes per full-time employee	N/A	N/A	N/A	N/A	N/A	0.85	0.67	0.48	1.15

### Notes

<sup>1</sup> Our carbon emissions statement has been prepared in accordance with the Greenhouse Gas Protocol and aligns with the Scope 2 market-based emissions methodology guidance. Our reporting incorporates carbon dioxide equivalent emissions from building energy use, company cars and business air travel. Emissions data is included for all operations where WPP have control of the entity, either through majority ownership of the equity share capital or through other facts and circumstances that lead to the conclusion that WPP has power over the investee

<sup>2</sup> Additional information on our carbon emissions methodology is included in our 2024 Sustainability Report and WPP Sustainability Reporting Criteria 2024, see [wpp.com/sustainabilityreport2024](http://wpp.com/sustainabilityreport2024)

<sup>3</sup> In line with UK Streamlined Energy and Carbon Reporting (SECR) requirements, we have calculated our energy use and emissions for UK markets, showing in a separate column

<sup>⊗</sup> Selected metrics marked with this symbol have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP (PwC) for the year ended 31 December 2024. For PwC's 2024 Limited Assurance Report and the WPP Sustainability Reporting Criteria 2024, see [wpp.com/sustainabilityreport2024](http://wpp.com/sustainabilityreport2024)

# CLIENTS

## We work for and with clients to bring about change

**A significant amount of our work supports clients' efforts to achieve societal outcomes that respond to changing consumer expectations and drive growth in an economy in transition.**

We help clients deliver work that is creative, credible and actionable, whether through strategic expertise in sustainability, low-carbon production and media distribution, products and services that are sustainable by design, or work that drives consumer behaviour towards a more sustainable future.

For example, at the 2024 Super Bowl, VML and Mindshare introduced Mayo Cat, inspiring people to use Hellmann's mayonnaise to revitalise leftover food. Hellmann's Big Game campaigns are helping change consumer attitudes to food waste, resulting in a 24.4% increase in #MakeTasteNotWaste conversations on social media over the last four years.

### WORK WITH INTEGRITY

We are committed to honesty and integrity in our work. We adhere to the highest regulatory standards and we will not undertake assignments that are intended or designed to mislead or deceive. We work hard to maintain strong compliance in areas including ethics, human rights, privacy and data security. These are covered in our Code of Business Conduct and mandatory online ethics training. Our agencies are required to comply with copy-checking and clearance processes with our legal teams before publication of their work.

### ACCEPTING NEW ASSIGNMENTS

We have a process in place to review new assignments and clients. Each of our agencies has a global risk committee, chaired by its respective CEO, to ensure that leadership has a full understanding of the risks across businesses and markets.

➔ [See Risk Governance Framework on page 73](#)

WPP agencies are required to follow our Assignment Acceptance Policy and Framework when taking on new business. This applies to all client sectors and provides guidance on how to conduct additional due diligence in relation to clients and any work they are asked to undertake. It requires various categories of work to be considered by our agencies' risk committees, or escalated to WPP for review.

### GREEN CLAIMS

WPP's Green Claims Guide contains principles and practical tips for making effective green claims that are not misleading in any way. In 2024 we continued to roll out green claims training to clients and partners:

- WPP and Burson ran a client event on the EU Green Claims Directive with the EU Commission, including green claims training with clients and partners, and a deep dive into what the Directive means for brands
- We ran tailored training for potentially higher-risk and higher-emissions clients across consumer goods, retail, energy and financial services

### CAMPAIGN AD NET ZERO AWARDS

We were proud to win four awards at the 2024 Campaign Ad Net Zero Awards, which recognise organisations driving behaviour change for a more sustainable future.

- We translated our green claims training into e-learning as part of our new Sustainability Academy, meaning this is now accessible to everyone at WPP on demand

### WPP SUSTAINABILITY ACADEMY

In September we launched WPP's Sustainability Academy, part of our Future Readiness Academies, to equip our people with the skills and confidence to tackle sustainability challenges and deliver smart, sustainable solutions that help clients address their own sustainability priorities and impacts. Featuring interactive modules and live masterclasses offering best practice, insights and practical tips, the Academy helps foster bold, creative thinking to help support clients as they navigate sustainability issues.

### SUSTAINABLE INNOVATION

We continue to create innovative, impactful campaigns that are sustainable by design, and that help clients deliver on their own commitments, access new consumer markets and respond to evolving consumer and stakeholder expectations.

For example, VML worked with Ford to design the world's first seat belt accessory to keep breast cancer patients safe after a mastectomy. Ford, a global leader in automotive safety and sustainability, recognised an opportunity to make a meaningful impact with SupportBelt, developed with the input of patients, doctors, engineers and designers to ensure comfort and safety for post-operative women.

➔ [See more in the Clients section of our 2024 Sustainability Report](#)

### VANISHING EMAILS

The energy used to store promotional emails on servers generates 3,200 tCO<sub>2</sub>e a day. Vanishing Emails, a new tool powered by Amazon Web Services and created by VML in partnership with Slalom, deletes outdated promotional emails to reduce the carbon footprint of people's inboxes. As a result, over 200 billion promotional emails were deleted in the first year.



# AI AND DATA ETHICS, PRIVACY AND SECURITY

## A strong approach to governance, privacy and security

**A transparent and accountable approach to data, privacy and AI is important for clients, consumers and WPP. We go beyond the legal minimum to maintain the highest ethical standards.**

### OUR APPROACH TO DATA

We have well-established and robust governance in place for data privacy and risk management. A continued focus on privacy-enhancing technologies in adtech, evolving data privacy laws and increased regulation mean adaptation and agility are key tenets of our approach.

Advertising should respect privacy while delivering exceptional value for consumers and advertisers. That's why Choreograph, our data company was specifically designed to help clients get more out of their data while taking an ethical approach.

In 2023, GroupM and Google Chrome launched a global initiative focused on Privacy Sandbox technologies. We remain committed to collaborating closely with our partners, including Google, on the development and refinement of these technologies. This ongoing collaboration will enable us to provide our clients with innovative and sustainable advertising strategies that drive continued success while respecting user privacy.

### USING AI SAFELY

We are dedicated to employing systems that align with fundamental principles in the responsible development and use of AI. All AI models and platforms used by WPP are reviewed by a multidisciplinary team to assess them from a legal, ethical and technical perspective. We have been training WPP people since 2019 to ensure they use AI responsibly and effectively, taking into account the use of personal data, privacy and intellectual property (IP) laws, and confidentiality.

In 2024 we continued to develop and enhance our AI governance approach, further updating our policies and establishing our AI-vendor review process.

In addition to our Generative AI Principles, in 2024 we published our AI Principles, acknowledging our broader use of AI and with it our responsibility to understand, monitor and evaluate this evolving technology on an ongoing basis.

### AI GOVERNANCE

We established a Generative AI Governance Committee to oversee the application, adoption and risks associated with AI across WPP. This Committee includes the CEO, CTO and Chief Privacy Officer and other senior stakeholders in the business with responsibility for the safe and responsible use of AI within the Company.

→ **The Committee has carried out a risk assessment, which can be found on page 79**

### AI AND SUSTAINABILITY

We are committed to better understanding and managing the environmental impacts of AI, exploring ways to improve energy efficiency in the design and development of our new AI-enabled technologies and products. And we partner with some of the most advanced technology providers in the world who are prioritising their own emissions reduction and sustainability strategies.

Efficiencies unlocked by AI are amplified through scale. We encourage the adoption of AI across our workforce. For example, our Future Readiness Academies equip our people with the knowledge and skills to navigate the complexities of AI and use it responsibly, ethically and efficiently.

### WORKING WITH INDUSTRY

WPP welcomes government guidance and regulatory frameworks that set guardrails for responsible stewardship of AI, data and technology, while recognising the need to highlight the possibilities they offer. Through active engagement with industry bodies including the Advertising Association in the UK and the Network Advertising Initiative in the US, we are able to monitor and influence the changing regulatory landscape.

### PRIVACY AND SECURITY

We have strong systems in place to ensure privacy and security for ourselves, our clients and our suppliers.

- The Risk Subcommittee regularly reviews and monitors our data ethics, privacy and security risk, as well as our approach to regulatory and legal compliance
- Our Chief Privacy Officer leads our work on privacy, supported by our Data Protection Officer. Alongside the WPP privacy team, they provide practical support to our agencies, promote best practices and ensure that privacy risks are well understood

- The WPP Data Privacy and Security Charter (reviewed and updated throughout the year) sets out core principles for responsible data management through our Data Code of Conduct, our technology, privacy and social media policies, and our security standards
- Safer Data training, which includes content on data protection, security and privacy, must be completed by all new and current employees, as well as consultants. Throughout the year, agency and subject matter-specific training is provided across WPP.

- This has included sessions focused on new regulations such as the Digital Personal Data Protection Act in India
- Our privacy teams establish direct relationships with their client counterparts to ensure engagement and alignment, as well as organising training across WPP and client teams
- Our annual Data Health Checker provides insight into how data is used, stored and transferred and helps us to identify any parts of the business that need further support. In 2024, the average risk score was 1.56 (2023: 1.61), where five indicates maximum risk

# COMMUNITIES

We use our skills, scale and voice to support healthy communities

**We believe that good communications can help bring about shifts in attitudes and behaviour.**

We help amplify the impact of charities and non-governmental organisations by providing marketing and creative services, often on a pro bono basis.

This work is mutually rewarding and often worth more than an equivalent cash donation, helping to improve fundraising efforts, recruit new members, change behaviour or achieve campaign goals. It also gives WPP people the chance to work on fulfilling, impactful and sometimes award-winning campaigns that build their skills and raise the profile of our agencies.

**SUPPORTING OUR COMMUNITIES**

We encourage our people to use their creativity and expertise to contribute to issues they are passionate about.

We have a long tradition of pro bono work covering a range of issues from the arts to conservation, health and human rights. Our established Foundations and active network of Green Teams around the world provide a platform for people to act.

In India, our multi-award-winning WPP India Foundation is transforming the lives and livelihoods of young people and their families through a targeted programme of interventions. The Foundation, which is both a grant-giving and employee volunteering platform, aims to increase secondary school retention, improve learning outcomes, and enhance job readiness with a focus on digital and creative transformation skills.

In Australia, we released our Innovate Reconciliation Action Plan, the second plan to be endorsed and accredited by Reconciliation Australia. The new two-year plan will help enhance the way WPP builds First Nations cultural thinking into our client offering, as well as outlining our commitments across five key pillars to ensure we are supporting First Nations communities.

In February this year, to mark Black History Month, we announced a new collaboration with Realize the Dream, the non-profit founded by Martin Luther King III. WPP agencies will use their capabilities to support the aim of achieving 100 million hours of community service by the 100th anniversary of Dr King's birthday.

**VML FOUNDATION CELEBRATES 20 YEARS OF GIVING**

One day a year for the past 20 years, VML has closed its offices worldwide and asked its employees to spend the day volunteering for local causes instead of working. Since the initiative began, VML has collectively supported more than 250 non-profit causes.

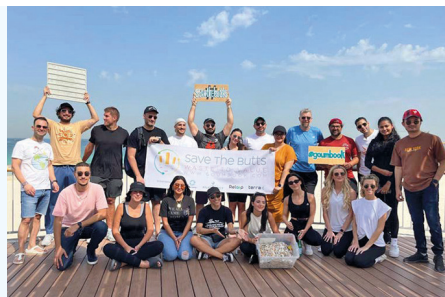
The VML Foundation surpassed \$3.2 million in charitable donations in 2024, as well as supporting pro bono services for non-profits, year-long volunteer opportunities, disaster relief efforts and more.



**EARTH DAY 2024**

To celebrate Earth Day 2024, our Green Teams brought people together across 34 WPP campuses and online to learn, share and engage in more than 120 activities aimed at making a positive impact on local environments:

- In Atlanta, volunteers completed a litter pick in Grand Park
- Beijing hosted a week of activities focused on 'turning waste into treasure'
- Berlin launched a mobile phone recycling scheme in partnership with Deutsche Telekom
- Dubai hosted a beach cleaning day with a session on mitigating marine waste
- Other activities included tree planting, cleaning up local waterways, community gardening, preloved swap shops and much more



**LIFE-CHANGING CLIENT WORK**

We are proud to deploy our creativity to rethink the status quo. In 2024, campaigns included Grey's Sightwalks for Sol Cements, which helped visually impaired people navigate city streets guided by tactile pavements. The campaign was hailed as a breakthrough in inclusive design and won eight Cannes Lions.

Filter Caps by Ogilvy, which co-developed biodegradable filter caps for water bottles, helped deliver safe water to vulnerable communities across Colombia, and was named one of *TIME* magazine's best inventions of 2024.

And AKQA's Sounds Right, in partnership with Spotify, was a world-first initiative that allowed artists to credit nature so that royalties from natural sounds can fund conservation projects.

**PROMOTING INCLUSION AND BELONGING**

We continue to invest in programmes to promote inclusion and a culture of belonging. These include some of the initiatives that received funding through our three-year Racial Equity Programme, which concluded in 2024, to invest

\$30 million in inclusion programmes and supporting external organisations.

For example, for the second year running we partnered with The One Club for Creativity to launch One School UK, a free 16-week portfolio school for Black creatives. This programme supports emerging talent by breaking down barriers to entry in the creative industries, building a more diverse talent pipeline for the future.

**SUPPORTING OUR COLLEAGUES**

In 2024 we supported our communities around the world affected by war and natural disasters. For colleagues based in Lebanon and Israel, we provided direct assistance as soon as conflict broke out including an emergency financial fund and help for people moving to safety.

After severe flooding in Brazil, we provided support to 50 displaced employees that included hardship allowances and access to emergency medical aid. And in the wake of the California wildfires, during which 47 WPP employees were evacuated, we put in place emergency provisions including medical insurance and funds to cover temporary accommodation.

**WHAT WE GAVE IN 2024**

**PRO BONO WORK**



**CASH DONATIONS**



**COMBINED SOCIAL INVESTMENT**



WPP media agencies negotiated free media space worth £17.8 million on behalf of pro bono clients (2023: £19.5 million).

Our combined social investment as a proportion of profit before tax was 0.9% (2023: 0.8%).

**£26.9m**

**total social contribution**  
(2023: £32.1 million)

Our total social contribution, taking into account cash donations, pro bono work, in kind contributions and free media space was £26.9 million (2023: £32.1 million).

➔ See more in the Communities section of our 2024 Sustainability Report





# PUBLIC POLICY

## Business can make a valuable contribution to the public policy debate

**To protect the public interest, it is important that we conduct all lobbying with integrity and transparency.**

Most of our public policy work is carried out for clients by our public affairs businesses, including lobbying public officials and influencing public opinion. We also advocate on issues that affect our business, people and wider stakeholders.

Our agencies engaged in public affairs included Burson and FGS Global in 2024.<sup>1</sup> The majority of this work took place in the US, UK and EU, although many clients are multinational businesses operating in many countries.

### OUR STANDARDS

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

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

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

WPP agencies comply with all applicable laws and regulations governing the disclosure of public affairs activities. In the US, this includes the Lobby Disclosure Act and the Foreign Agent Registration Act, which are designed to achieve transparency on client representation and require lobbying firms to register the names of clients on whose behalf they contact legislators or executive branch personnel. A number of our agencies, and

WPP plc, are listed on the EU Transparency Register of lobbying activities.

Our agencies in the US whose sole or primary business is lobbying have representatives of both major political parties among senior management.

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

We will not undertake work that is intended to mislead and always seek to identify the underlying client before taking on work. Our Assignment Acceptance Policy and Framework provides guidance to our leaders and people about how to conduct additional due diligence in relation to clients and any work we are asked to undertake.

[➔ See page 56](#)

### LOBBYING AND POLITICAL ADVOCACY

At times we directly contribute to the debate on public policy issues relevant to our business, people and wider stakeholders. For example, we engaged with the UK government on its AI regulatory framework by hosting the AI Minister at a policy event and providing insight into AI systems. Additionally, we engaged extensively with the Department for Business and Trade on the 2035 Industrial Strategy. WPP is also represented in the Professional Business Services Council, which is co-chaired by a UK minister. Where relevant, we contributed to the public policy debate on other issues such as the EU's rules on green claims via a client event with the European Commission held in Brussels.

We also support clients' advocacy on a wide range of issues, through both pro bono and paid work. Our agencies contribute to public policy debate in areas where they have expertise and a special interest, such as privacy, data protection and AI issues.

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

### POLITICAL CONTRIBUTIONS

WPP agencies are not permitted to make direct cash donations. Other political donations can only be made with the prior written approval of a WPP Executive Director. Donations must be reported to WPP's legal function before they are made to confirm they comply with this policy and to obtain the necessary approvals.

### POLITICAL ACTION COMMITTEES

In countries where it is consistent with applicable law, individuals working at WPP agencies may make personal voluntary political contributions directly to candidates for office. Burson also maintained political action committees in 2024, which accept voluntary donations from their people to support political candidates and made disbursements worth \$48,610 (data from fec.gov).

### MEMBERSHIP OF TRADE ASSOCIATIONS

WPP and our agencies are members of industry groups, business associations and other membership organisations with robust governance processes. WPP agencies must nominate a senior manager to manage and oversee trade association relationships.

We actively support initiatives and projects that align with our values and priorities, such as Ad Net Zero. This can help accelerate progress across the industry. For example, we are supportive of Ad Net Zero's work to agree a consistent and transparent methodology for calculating emissions from media placement.

WPP's memberships include: the American Benefits Council, Business Disability Forum, China-Britain Business Council, Institute of Business Ethics, Living Wage Foundation, Media Trust, RE100, UN Global Compact, Unmind and The Valuable 500.

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

<sup>1</sup> WPP disposed of FGS Global in December 2024

# SUPPLY NETWORK

## Understanding our network of suppliers

**The wide range of services we offer and our organisational structure mean we have to manage a complex and dynamic supply chain.**

We work with approximately 70,000 companies across our supply network.

Our suppliers fall into two main categories: those providing goods and services such as IT, telecommunications and travel, and those used in client work such as production and media.

In 2024 our responsible procurement team continued to strengthen how we manage environmental, social and governance issues in our supply chain, focusing on supply chain risk and Scope 3 decarbonisation.

We are committed to inclusion in our purchasing lifecycle, both internally and for the benefit of our clients.

### SUPPLY CHAIN RISK

We continually review our supply chain risks and carry out due diligence on our suppliers to help us select suppliers that meet our requirements when it comes to doing business responsibly.

In 2024 we continued to evolve our approach to supply chain risk assessments. Key suppliers across each procurement category have been assessed and we are able to manage specific risks associated with those suppliers. The next phase will see us establish a framework for supplier relationship management, which will include risk management as an integral element.

Suppliers are asked to sign a copy of WPP's Code of Business Conduct, or prove equivalence within their own policies as a pre-condition to engagement to confirm they will comply with its principles.

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

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

### CARBON REDUCTION

We are committed to halving carbon emissions across our supply chain by 2030, from a 2019 baseline. We know that the complex nature of our supply chain makes this target ambitious, but it's one we are determined to reach.

In 2023, we analysed our indirect suppliers' carbon footprint in detail, identifying those carbon strategic suppliers we can engage with to help bring down emissions. In 2024, we continued to strengthen our understanding of supply chain emissions and established a repeatable process for mapping our suppliers' carbon footprint.

We now know that just 138 suppliers contribute 56% of our total indirect purchased goods and services emissions. We have assessed the maturity of these suppliers' emissions reduction plans and embarked on an outreach and engagement plan to collectively work towards decarbonisation of our supply chain. This will remain a priority in 2025 and beyond.

### HUMAN RIGHTS

Respect for human rights is a fundamental principle for WPP. In our business activities we aim to prevent, identify and address negative impacts on human rights.

We look for opportunities to promote and support human rights, including children's rights, through our business activities and in areas such as our pro bono work.

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

Our most direct impact on human rights is as a major employer. We recognise the rights of our people, including those relating to freedom of association and collective bargaining, and do not tolerate harassment or any form of forced, compulsory or child labour.

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

Our people can report concerns or suspected cases of misconduct through our Right to Speak facility (which is confidential and allows for anonymity).

➔ [See Whistleblowing on page 75](#)

### MODERN SLAVERY

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

We recognise the prevalence of modern slavery across all countries. Modern slavery training is mandatory for all procurement employees upon joining WPP.

To strengthen how we identify and manage modern slavery risk in our indirect supply chain, in 2024 we continued to work with third-party service provider SlaveCheck to explore how their 'collective intelligence' model can help identify and flag potential slavery risks or incidences within global supply chains.

Our global supplier agreement includes a specific clause relating to modern slavery compliance. We reserve the right to terminate a contract with any supplier found to breach or fail to comply with any legislation relating to modern slavery.

Our Modern Slavery Act statement is approved by the Board on an annual basis.

➔ [Modern Slavery Act Transparency Statement, wpp.com/modern-slavery-act-statement](https://wpp.com/modern-slavery-act-statement)