






PEOPLE

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The following double materiality topics are included in this section

-  Corporate culture and business ethics
-  Equal treatment and opportunities for all employees
-  Talent attraction, retention and development

WORKING AT WPP

Working at WPP means being part of a global network of world-class agencies, where our people can learn new skills, pursue fresh opportunities and build exciting careers



LEARNING

108,000+

Future Readiness Academies training sessions, including advanced AI modules

OUR VALUES

- > open
- > optimistic
- > extraordinary



RECOGNITION

WPP

a Financial Times Best Employer



WORKPLACES

47

modern, inspiring campuses across the globe



ENGAGEMENT

79,000

responses to our All In staff survey 2024



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 (see page 21) 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.

➔ [See page 11](#)

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 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.



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.

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 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 China to his leadership of Ogilvy in the region.

PEOPLE CONTINUED

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.

→ See page 29

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.

DISABILITY

We recruit, select and promote on the basis of qualifications, relevant experience and merit, without discrimination or concern for disability.

Candidates are assessed objectively against the requirements of the job, taking account of any reasonable adjustments that may be required for candidates with a disability. For people who develop a disability during their employment, we make adjustments to their working environment or other employment arrangements wherever possible, within a reasonable time frame and in consultation with the employee.

We are a member of The Valuable 500, a global business collective made up of 500 CEOs and their companies, innovating together for disability inclusion. As part of our commitment, we established a centre of excellence for inclusive design to help our clients make their customer experiences disability inclusive.

disclosures use centralised data extracts for agencies in the UK, US and Ireland that are operating on central systems for the first time. For other markets, a model-based solution was developed.

→ Read more in our WPP Sustainability Reporting Criteria 2024 at wpp.com/sustainabilityreport2024

As we evolve our disclosures to be consistent with the CSRD and other ESG reporting requirements, disclosures identified as out-of-scope through our double materiality assessment (page 36) are disclosed online in our 2024 ESG Data Book. This means some country-specific disclosures are no longer included in this global report.

→ See our 2024 ESG Data Book at wpp.com/sustainabilityreport2024

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%).¹

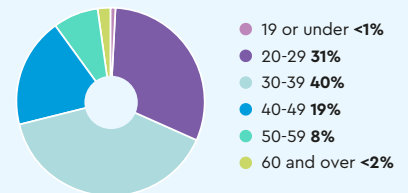
GENDER

Board and executive ¹		
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

EVOLVING OUR WORKFORCE DISCLOSURES

Collecting reliable people data can be a complex and challenging exercise. In the past, we have relied on manual processes that varied by agency, with no common system across WPP for recording and tracking data consistently.

To address this, we are streamlining our global people operations and systems, using tools including Workday and Maconomy. Roll-out is ongoing and, once complete, will enable us to collect, track and report our people data more effectively.

In 2024 the ongoing roll-out of our global job architecture classification resulted in some year-on-year inconsistencies in the methodology agencies use to classify role seniority. Therefore, our 2024 gender

¹ 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

FUTURE READINESS ACADEMIES

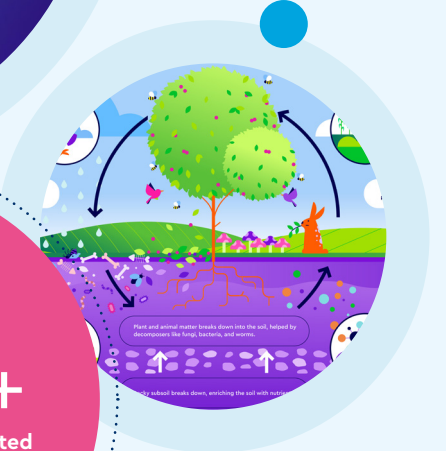
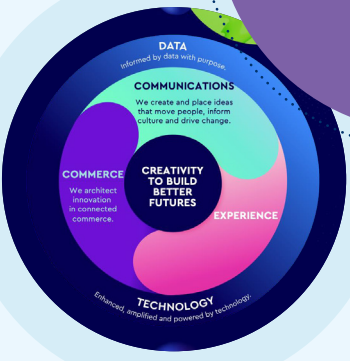
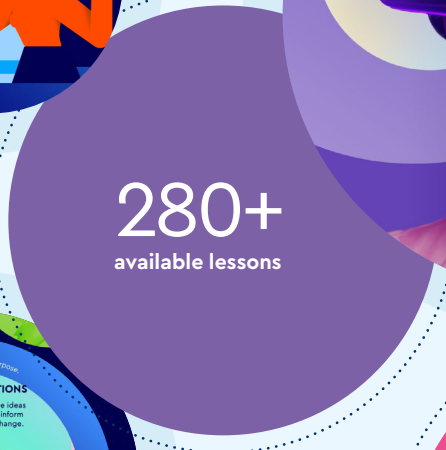
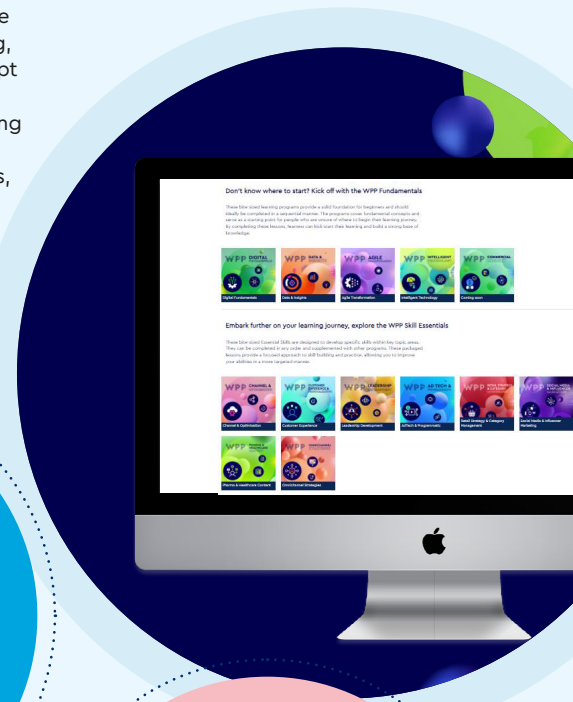
Future Readiness Academies equip our people with the knowledge and skills they need for success in a complex digital world. Over 280 online, on-demand bite-size lessons cover a broad range of skills, from Web3 to influencer marketing. Created in collaboration with the Open Data Institute and QA, the 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 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 the circular economy.

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PEOPLE CONTINUED

REWARD AND REMUNERATION

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

We consult our employees about our remuneration policies.

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.

EXECUTIVE PAY

Executive pay is set in accordance with our Directors' Compensation Policy and the UK Corporate Governance Code. The Policy, which was approved by shareholders at the 2023 AGM, remains in place and is designed to attract and retain the best available talent and incentivise Directors to deliver growth, creativity and outstanding performance, thereby producing long-term value for shareholders.

The Policy is underpinned by a pay-for-performance philosophy, where performance is determined based on a mix of financial and non-financial metrics. Non-financial metrics for the Executive Directors Short Term Incentive Plan typically include goals which support delivery of our People and Sustainability strategies. For example, in 2024 the CEO and COO were both assessed against their progress on carbon-reduction targets.

➔ **For information on compensation, including the CEO pay ratio, see the Compensation Committee Report from page 119 of our 2024 Annual Report**

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 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 WPP 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.

WORKFORCE ADVISORY BOARDS

Our Workforce Advisory Boards play a key role in ensuring our people have a voice in shaping WPP policies and strategic priorities. They provide dialogue between employees and leadership, fostering transparency and reinforcing our commitment to an engaged workforce. Agendas are set by panel members. Views and insights are shared directly with the Board, and the Board's feedback on how the insights have informed decision-making is presented back. As Non-Executive Director, Cindy Rose regularly attends meetings.

In the US, discussions have centred on workplace infrastructure, including return-to-office policies, employee recognition programmes and career development, particularly in AI and emerging technologies.

In the UK, the focus has been on campus work environments. A key discussion has been how WPP can better create shared benefits for employees across different agencies and markets. Senior leaders including our Chief Sustainability Officer, Director of Communications and Corporate Affairs and Global Head of Facilities have joined discussions to engage directly with our people.