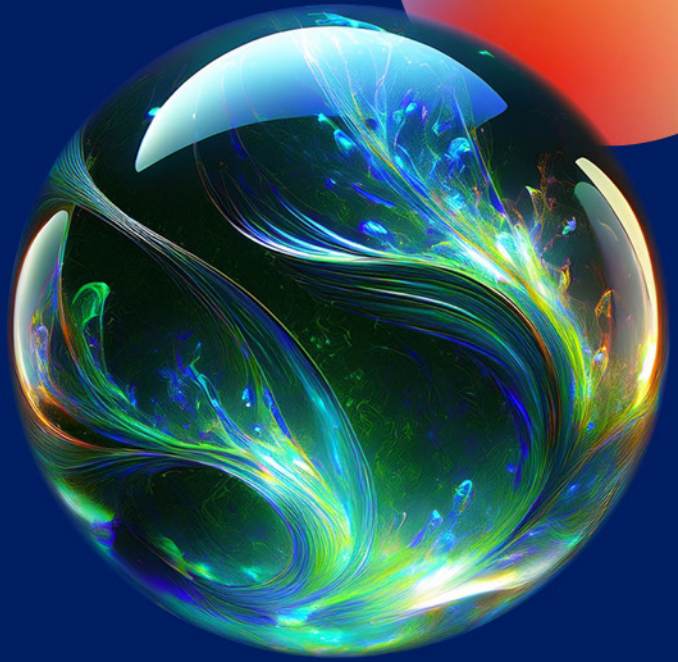




# PLANET



## In this section

<b>A targeted approach to emissions reduction</b> Includes emissions targets and offsetting	<b>14</b>
<b>Our transition to a lower-carbon business</b> Includes evolving our environmental disclosures	<b>15</b>
<b>Understanding our emissions</b>	<b>17</b>
<b>Reducing our emissions</b>	<b>18</b>

## The following double materiality topics are included within this section

- Operational greenhouse gas emissions
- Supply chain greenhouse gas emissions



# PLANET

## A targeted approach to emissions reduction

### We are committed to decarbonising our 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 Climate Agreement.

#### 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.

As we implement our transition plan, summarised in the table on page 15, we continue to focus on three areas:

- Decarbonising the business: reducing emissions and building climate resilience across our own operations
- Transitioning our products and services: innovating to offer lower carbon products and services to our clients
- Supporting clients' emissions reduction: supporting our clients as they implement their own transition plans and adapt to climate-related risks and opportunities

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 and procurement (driving decarbonisation across our own business operations) and media and production (transitioning our products and services).

Across these hotspots, our aim is to integrate carbon reduction into our core commercial strategy and deliver reductions through day-to-day business activities.

Progress across our five hotspots is overseen by our Net Zero Leadership Group, bringing together the hotspot sponsors, including our Chief Procurement Officer and the CEO of Hogarth. This group will continue to monitor and drive progress in 2025 and beyond.

#### LINKING EMISSIONS TO FINANCING

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.

#### 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 23

#### 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 25

#### OFFSETTING

The first step to limiting emissions must always be 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.

All carbon credits purchased must be verified by a carbon offset standard, for example Verified Carbon Standard or Gold Standard, and comply with recommendations outlined by the International Carbon Reduction and Offset Alliance.

Where a WPP agency is offering carbon offsetting services to clients, all calculations should be completed in line with the Greenhouse Gas Protocol Corporate Accounting Standard.

We ask all offset providers to disclose their calculation methodologies. Alongside carbon reduction or removal, offset credits should provide additional environmental benefits (eg protecting or enhancing biodiversity) and social benefits (eg health benefits or poverty alleviation).<sup>2</sup>

→ See our Environment Policy at [wpp.com/sustainability](https://wpp.com/sustainability)

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

<sup>2</sup> Oxford University, 2020. Principles for Credible Carbon Offsetting

# OUR TRANSITION TO A LOWER-CARBON BUSINESS

To help drive progress towards our carbon reduction targets, we have identified five emissions hotspots that generate the largest proportion of emissions across our total footprint (below). Detailed roadmaps

to reduce emissions are being implemented for each hotspot, overseen by executive sponsors (see pages 18-20) and supported by cross-cutting accelerators.

More information will be published in our first formal Transition Plan, aligned to the recommendations of the Transition Plan Taskforce.

	DECARBONISE OUR BUSINESS			TRANSITION OUR PRODUCTS AND SERVICES		SUPPORT CLIENTS' EMISSIONS REDUCTION
<b>HOTSPOTS</b>	<b>REAL ESTATE</b> Reduce emissions across our real estate portfolio (from acquisition through to disposal)	<b>PROCUREMENT</b> Targeted supply chain engagement to reduce emissions and promote resilience	<b>ENTERPRISE TECHNOLOGY</b> Reduce emissions across our technology infrastructure and assets, and optimise the opportunities of AI	<b>MEDIA</b> Optimise performance of media for clients while reducing emissions	<b>PRODUCTION</b> Identify opportunities to develop new products and services to better serve client needs and reduce emissions	<b>CLIENT WORK</b> Clients look to us to help find and scale solutions as they implement their own transition plans
<b>ACTION</b>	<b>RESILIENCE</b> Build a future-fit real estate portfolio, able to adapt to changing environmental risks and business needs  <b>LOW CARBON AND CIRCULAR SPACES</b> Mitigate the environmental impact of our buildings by reducing carbon emissions, promoting energy efficiency and using circular economy principles  <b>HEALTHY AND PRODUCTIVE SPACES</b> Create spaces that support productivity eg through biophilic design (connecting buildings with the natural environment)	<b>PROCESS</b> Integrate ESG (including climate change) into procurement processes and supplier assessment  <b>SUPPLIER ENGAGEMENT</b> Targeted engagement with carbon strategic suppliers  <b>VALUE CHAIN MANAGEMENT</b> Support suppliers to quantify and reduce their emissions with targeted support and knowledge sharing	<b>MODERNISED INFRASTRUCTURE</b> Migrate to and replace infrastructure with energy efficient or cloud-based technologies  <b>CIRCULAR ECONOMY</b> Assess products based on full lifetime impact and put processes in place to manage lifecycle  <b>AI AND INNOVATION</b> Optimise deployment of AI and emerging technologies efficiently and responsibly	<b>SUPPLY CHAIN OPTIMISATION</b> Optimise supply chain and explore technology to lower our media carbon footprint  <b>PARTNER ENGAGEMENT</b> Work with partners, vendors and clients to reduce emissions across the value chain  <b>MEDIA DELIVERY</b> Support media vendors with their emissions reduction plans, and help clients align their media spend with their own climate commitments	<b>BENCHMARKING AND INSIGHT</b> Use real time, data-driven insights to target areas of greatest carbon reduction potential and innovation opportunities for clients  <b>TECHNOLOGY</b> Invest in AI and virtual production technologies to deliver emissions reductions  <b>CREATING MOMENTUM</b> Enhance production capabilities and support employee training to drive best practice adoption	We support our clients' carbon reduction efforts as they: <ul style="list-style-type: none"> <li>- navigate a complex regulatory landscape</li> <li>- create and scale sustainable approaches to product design, distribution and use</li> <li>- influence demand-side drivers</li> </ul>

## ACCELERATED BY

**BETTER DATA**

Improve data accuracy, quality and coverage across Scopes 1, 2 and 3

**SKILLS**

Equip our people and suppliers with the required knowledge and skills

**ENGAGEMENT**

Engage internal and external stakeholders to adopt, adapt and innovate to drive progress

**FINANCING**

Sustainability-linked finance, including planned financing for decarbonising and offsetting

**GOVERNANCE**

Embed mechanisms to support and monitor delivery, including clear accountability

## EXTERNAL FACTORS

**REGULATION**

Government incentives, eg for decarbonisation of infrastructure

**INFRASTRUCTURE**

Decarbonisation of national and regional electricity grids on which our campuses, data centres and supply chain depend

**IMPROVED DATA**

Improvement in coverage and quality of emissions data with timely availability of verified supplier emissions data

**CARBON ACCOUNTING STANDARDS**

Cross-industry standardisation of emissions measurement for media and production

**TECHNOLOGY AND INNOVATION**

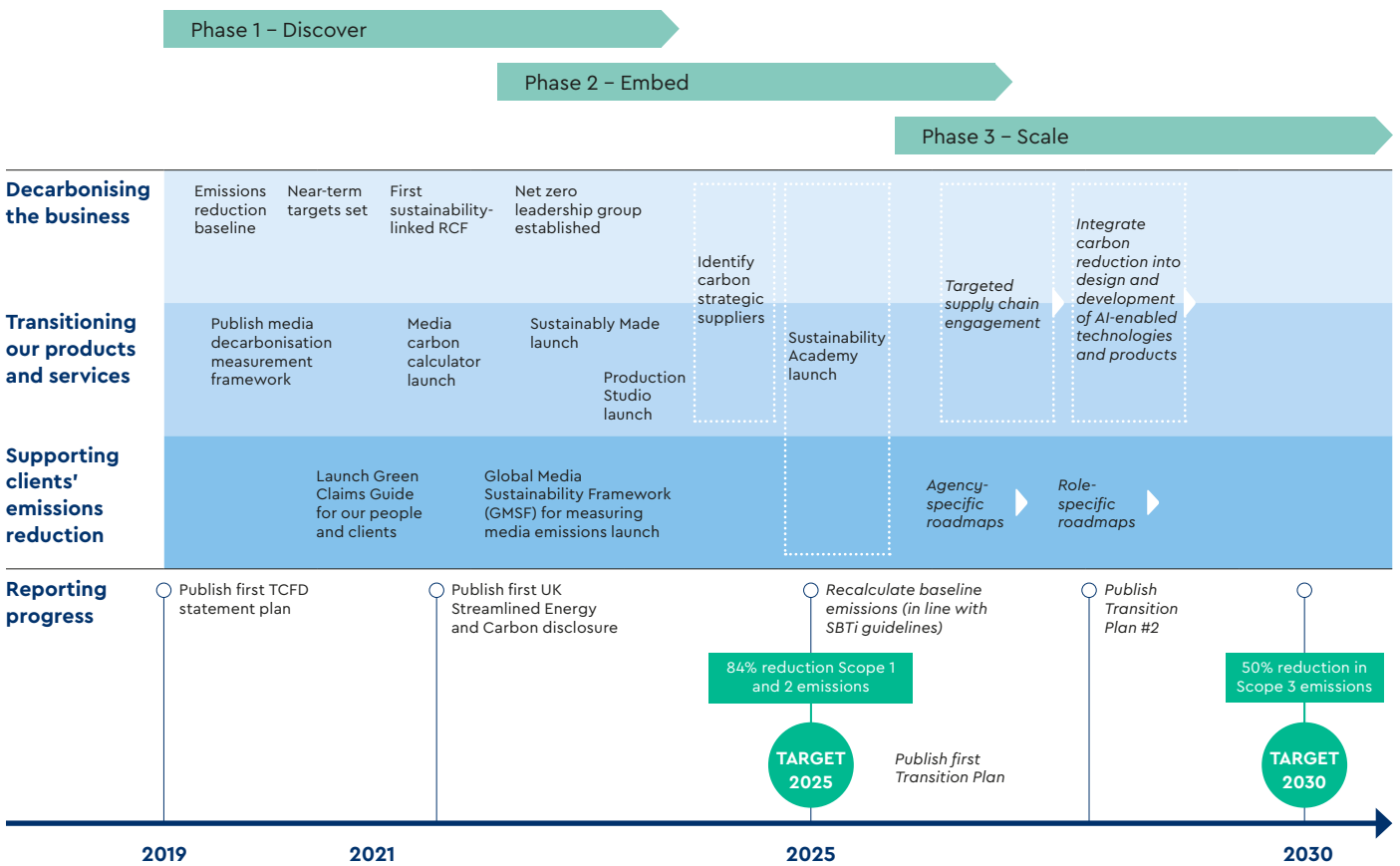
Harness new technologies to identify and deliver novel emissions reduction opportunities

**SUPPLIER DECARBONISATION**

Decarbonisation across our supply chain, particularly among carbon strategic suppliers and media vendors

# OUR TRANSITION TO A LOWER-CARBON BUSINESS CONTINUED

## TIMELINE FOR TRANSITION PLAN DELIVERY



### 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://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.

➔ See our [2024 ESG Data Book at wpp.com/sustainabilityreport2024](https://wpp.com/sustainabilityreport2024)

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.

# UNDERSTANDING OUR EMISSIONS

In 2020 we carried out a full emissions inventory using the Greenhouse Gas Protocol standards, which are internationally recognised and establish terminology that can be used by all companies.

The visual below is based on the Protocol's Corporate Value Chain, focusing on the aspects that are most relevant to WPP.

It is important to bear in mind that as carbon emissions accounting for digital emissions is in its infancy, methodologies continue to evolve. This is particularly the case for downstream emissions.

We continue to refine our methodology and collect more accurate and complete data to reduce the estimated data in our baseline.

As we refine our methodologies and improve data quality, we will restate prior years if a material discrepancy is identified.

In 2025, we will recalculate our baseline carbon emissions in line with SBTi guidelines, as required every five years.

## EMISSION SOURCES IN WPP'S VALUE CHAIN

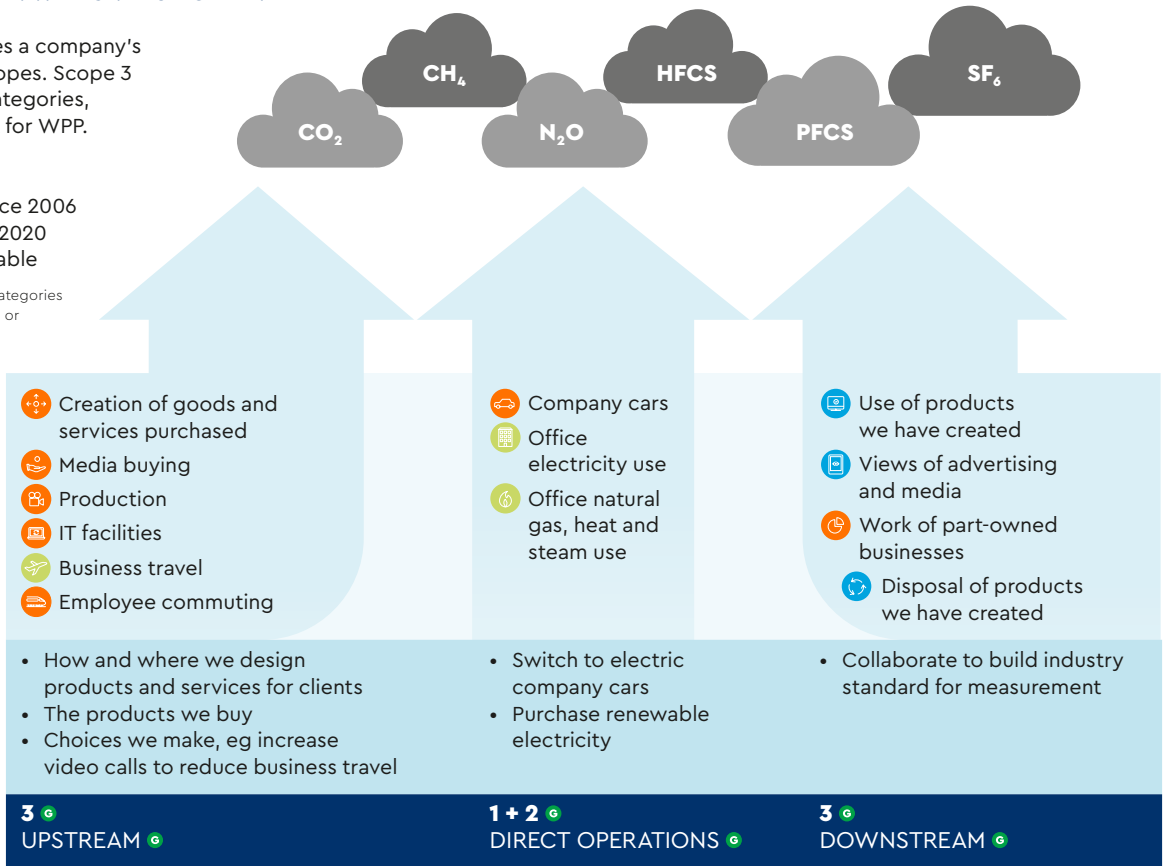
The Protocol categorises a company's emissions into three Scopes. Scope 3 is divided into 15 sub-categories, 10 of which are relevant for WPP.

### Measurement:

- Measured by WPP since 2006
- Started measuring in 2020
- Currently not measurable

**Note:** Greenhouse Gas Protocol categories 8, 9, 10, 12, 14 are either immaterial or not applicable

### Emissions produced as a result of our activities



### Our influence

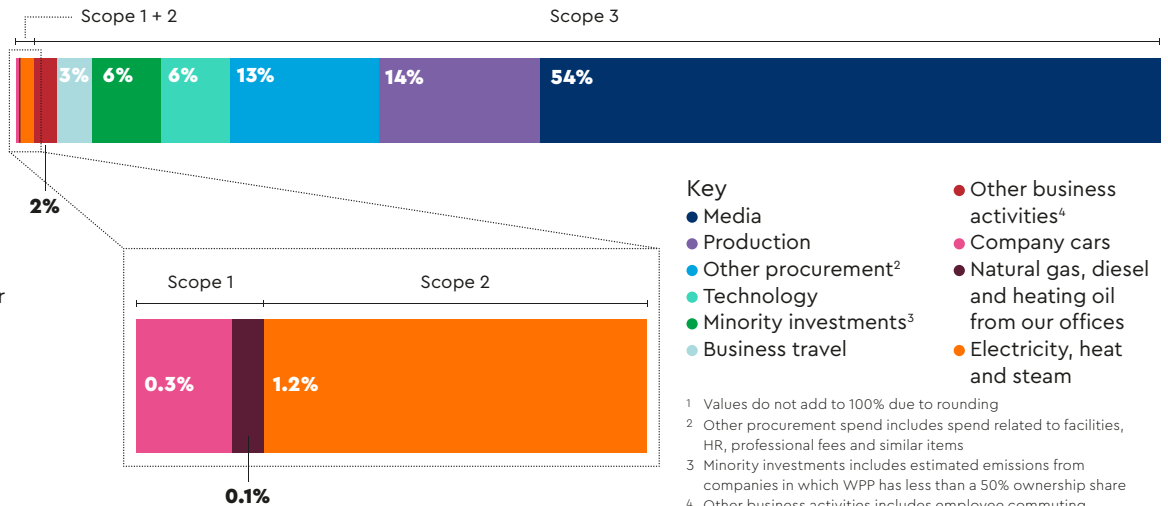
- How and where we design products and services for clients
- The products we buy
- Choices we make, eg increase video calls to reduce business travel
- Switch to electric company cars
- Purchase renewable electricity
- Collaborate to build industry standard for measurement

### Greenhouse Gas Protocol Scope

Terminology set by Greenhouse Gas Protocol

## OUR BASELINE VALUE CHAIN EMISSIONS (2019)

This chart shows the breakdown of WPP's Scope 1, 2 and 3 emissions baseline<sup>1</sup> (2019), and pages 18-20 outline our approach to reducing emissions in each of these areas. Our total carbon emissions in 2019 were 5.4 million tCO<sub>2</sub>e<sup>5</sup>



- Key**
- Media
  - Production
  - Other procurement<sup>2</sup>
  - Technology
  - Minority investments<sup>3</sup>
  - Business travel
  - Other business activities<sup>4</sup>
  - Company cars
  - Natural gas, diesel and heating oil from our offices
  - Electricity, heat and steam

<sup>1</sup> Values do not add to 100% due to rounding  
<sup>2</sup> Other procurement spend includes spend related to facilities, HR, professional fees and similar items  
<sup>3</sup> Minority investments includes estimated emissions from companies in which WPP has less than a 50% ownership share  
<sup>4</sup> Other business activities includes employee commuting, downstream leased assets (buildings) and other fuel use  
<sup>5</sup> In 2019, our Scope 1, Scope 2 and Scope 3 emissions totalled 5.4 million tCO<sub>2</sub>e

# REDUCING OUR EMISSIONS

## EMISSIONS IN OUR OWN OPERATIONS

We continue to reduce our absolute Scope 1 and 2 emissions year-on-year and are on track to deliver our target to reduce emissions by 84% in 2025 from a 2019 baseline.

### MARKET-BASED EMISSIONS

# 82%

reduction in absolute Scope 1 and 2 emissions since our 2019 baseline and 26% reduction year-on-year

Progress has largely been driven by an increase in electricity 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.

In 2024 we launched seven new campuses, bringing the global total to 47.

### ONE SOUTHWARK BRIDGE, LONDON

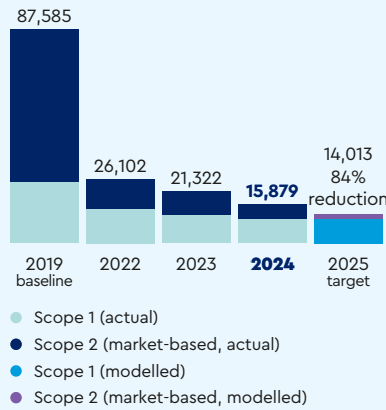
A typical office rebuild means demolishing the old building, including its embodied carbon. At One Southwark Bridge, we retained 60% of the embodied carbon by preserving 75% of the original structure.

Where we could, we enhanced natural light access and reused or recycled materials. For example, the floor tiles are made from 75% reused and bio-based content.

Energy recovery technology recycles heat across the building and its water system, reducing energy use.

Refrigerant gases are an immaterial proportion of our 2019 baseline and are therefore not included in our current Scope 1 emissions total. As we have decreased our Scope 2 emissions (emissions from the electricity we purchase) so substantially, refrigerant gases have become a material emissions category. We plan to include refrigerant gases in our Scope 1 calculations from 2025.

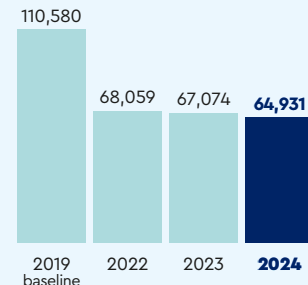
### MARKET-BASED SCOPE 1 AND 2 EMISSIONS (tCO<sub>2</sub>e)



Market-based emissions demonstrate the impact that sourcing renewable electricity has on carbon reduction, while location-based emissions demonstrate the impact of energy reduction initiatives.

We also measure carbon intensity against revenue and headcount to track how we are decoupling emissions from growth

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



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.

### SCOPE 1 EMISSIONS

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. Scope 1 emissions not subject to assurance procedures relate to locally contracted company cars, for which emissions have been estimated.

Company cars account for 63% of our Scope 1 emissions. We continue to shift company cars to electric and hybrid vehicles where infrastructure makes it feasible to do so. In 2024, 63% of centrally leased company cars were electric or hybrid vehicles (2023: 46%), largely driven by Belgium and Germany (half of company car contracts), where all new company car contracts are electric or hybrid.

# 63%

centrally leased company cars were electric or hybrid vehicles (2023: 46%)

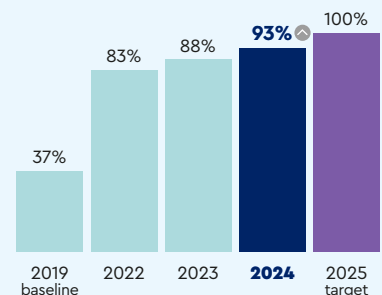
### SCOPE 2 EMISSIONS

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.

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

WPP is a member of RE100, the global corporate renewable energy initiative that aims to bring together businesses committed to 100% renewable electricity to accelerate change towards zero carbon electricity grids.

### ELECTRICITY FROM RENEWABLE SOURCES



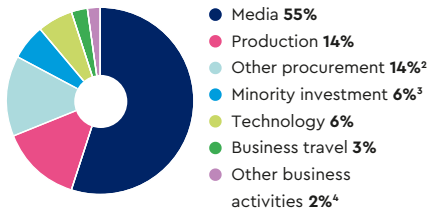
Selected metrics marked with this symbol have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP (PwC) for the year ended 31 December 2024. For PwC's 2024 Limited Assurance Report and the WPP Sustainability Reporting Criteria 2024, see [wpp.com/sustainabilityreport2024](http://wpp.com/sustainabilityreport2024)

# REDUCING OUR EMISSIONS CONTINUED

## EMISSIONS IN OUR SUPPLY CHAIN

Our supply chain makes up the overwhelming majority (98%) of our total emissions, which breaks down as follows:

### SUPPLY CHAIN EMISSIONS (2019 BASELINE)<sup>1</sup>



- <sup>1</sup> In 2019, our Scope 1, Scope 2 and Scope 3 emissions totalled 5.4 million tCO<sub>2</sub>e
- <sup>2</sup> Other procurement spend includes spend related to facilities, HR, professional fees and similar items
- <sup>3</sup> Minority investments includes estimated emissions from companies in which WPP has less than a 50% ownership share
- <sup>4</sup> Other business activities includes employee commuting, downstream leased assets (buildings) and other fuel use

Engagement and collaboration across our supply chain is essential for delivering meaningful emissions reductions.

## PROCUREMENT

A common challenge in addressing supply chain emissions is the availability and quality of emissions data. In 2023, we analysed our indirect suppliers' carbon footprint in detail. 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 carbon strategic suppliers contribute 56% of our total indirect purchased goods and services emissions (see diagram, below).

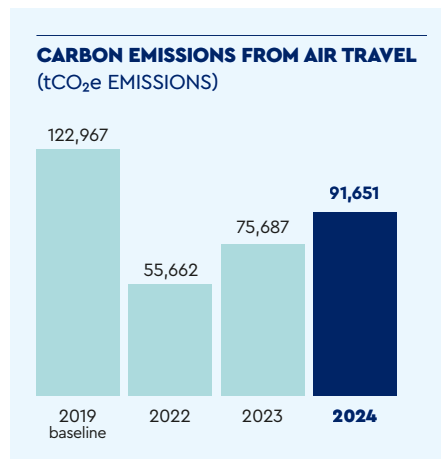
We have assessed the maturity of these suppliers' emissions reduction plans and embarked on an outreach and engagement plan to collectively work towards decarbonisation of our supply chain.

Working with suppliers in this targeted way, we can focus our engagement where we have identified the greatest emissions reduction potential, and tailor how we work with suppliers to best support their own emissions reduction strategy. This will remain a priority in 2025 and beyond.

### Air travel

Business travel accounts for around 3% of our baseline carbon footprint. Though a relatively small component of our total emissions, business air travel remains a focus as it is a category of Scope 3 emissions 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.



In 2024, Scope 3 business air travel emissions were 91,651 tCO<sub>2</sub>e (2023: 75,687 tCO<sub>2</sub>e), including a total of 61,894 tCO<sub>2</sub>e from centrally contracted flights (68% of the total). This consisted of 219 million air miles travelled, including a sub-total of 141 million air miles travelled via centrally contracted flights.

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.

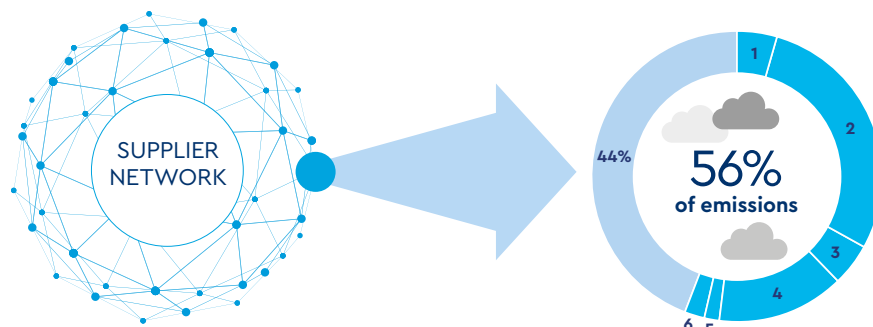
We collect air travel emissions data from two centrally-contracted third-party travel management companies. This covers 68% of Group air travel and we extrapolate for the remaining 32% (2023: 21%). The centrally contracted data is subject to independent limited assurance procedures by PwC.

We continue to work to improve the consistency and coverage of flight data across the business.

In 2023, potential gaps were identified in the data provided by one of our three centrally contracted travel management suppliers. From June 2024, the markets serviced by this supplier have been migrating to the other two continuing suppliers.

<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)

## WORKING WITH OUR CARBON STRATEGIC SUPPLIERS



**1** WPP manages a complex and dynamic supply chain of around **70,000** companies

**2** However, **56%** of WPP's total indirect purchased goods and services emissions come from **138** suppliers

**3** This helps us prioritise which suppliers to work with to understand and reduce emissions

Sector	%
1 Facilities management	4.6
2 IT & telecommunications	28.5
3 People services	4.9
4 Professional services	14.1
5 Real estate	1.8
6 Travel, expenses & fleet	2.1
<b>Total</b>	<b>56</b>

# REDUCING OUR EMISSIONS CONTINUED

## ENTERPRISE TECHNOLOGY

The technology we use – from data centres to laptops – generates 6% of our baseline carbon 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. Our Next Generation Devices programme is embedding circular economy principles to drive down digital waste and extending the lifespan of devices to reduce hardware waste.

## 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 carbon reduction targets.

The first step in our media decarbonisation programme was to develop (and then open source) the first framework for measuring carbon emissions across the advertising lifecycle. In 2024, we 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.

Measuring emissions from media placement opens up new conversations with clients and vendors. GroupM launched an omnichannel carbon calculator, enabling clients to factor channel-level carbon emissions data into their media planning for the first time. 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.

Twenty of our largest media partners account for the majority of client spend. We will work to understand the emissions footprint of these partners, mirroring our approach with indirect suppliers (see page 19) to identify carbon strategic vendors and develop a tailored engagement programme. As we increase our understanding of channel-level emissions, we can be more targeted in emissions reduction activities, recognising that what works for out-of-home may not work for digital, for example.

## 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. This will help accelerate our ability to drive emissions reduction through more universal adoption of process, technology and partners.

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.

➔ See page 21

## ADGREEN

WPP is a founding member of AdGreen, an initiative providing free training and practical resources to empower individuals across the production value chain to measure and reduce emissions. The vast majority of Hogarth's UK-led productions use the AdGreen calculator as standard to measure emissions associated with shoots. As a result, we achieved 'Super User' status and continue to expand adoption to other markets.



## AI AND SUSTAINABILITY

AI offers significant opportunities to unlock emissions reductions in how we deliver work for clients. In production, for example, AI allows us to create, reuse and repurpose assets through modular design and virtual production, significantly reducing the need for travel and physical production.

➔ See page 21

At the same time, AI's reliance on substantial computing power translates to increased energy and water consumption. 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. 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.

➔ See page 11

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



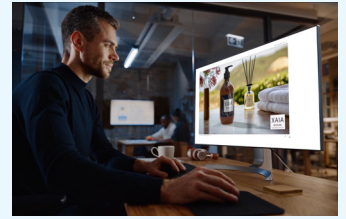
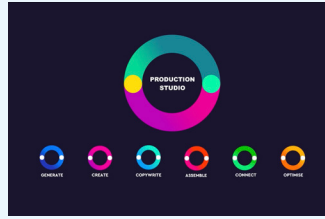
### PRODUCTION STUDIO

In 2024 we launched Production Studio, co-developed with Hogarth, NVIDIA Omniverse™ and OpenUSD, within WPP Open. This dynamic new system offers AI-enabled 3D workflows, helping brands unlock exponentially more marketing content at a much lower carbon cost than a traditional film shoot, where a single day of filming typically generates over 2 tCO<sub>2</sub>e.

By streamlining and automating the creation of images and video Production Studio can reduce the need for physical assets, creating 3D digital product twins that can quickly deliver hyper-realistic and accurate content at scale.

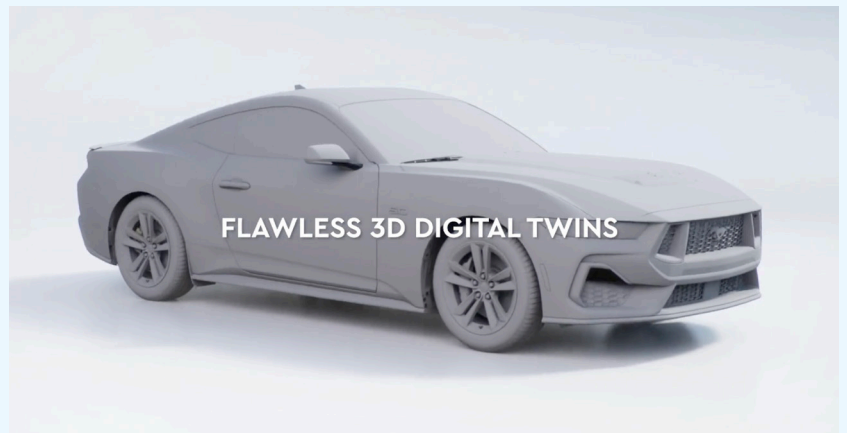
Production Studio goes beyond just image creation content, allowing assets to be translated into any language, tailored to every audience and platform, and adapted in real time with intelligent, data-driven insights.

Not only is it more efficient, it also helps avoid product shoots and can adapt assets to make content work harder for our clients.



AI image generated by Production Studio

AI image generated by Production Studio



AI image generated by Production Studio