

WPP

Corporate Responsibility Report 2006/2007



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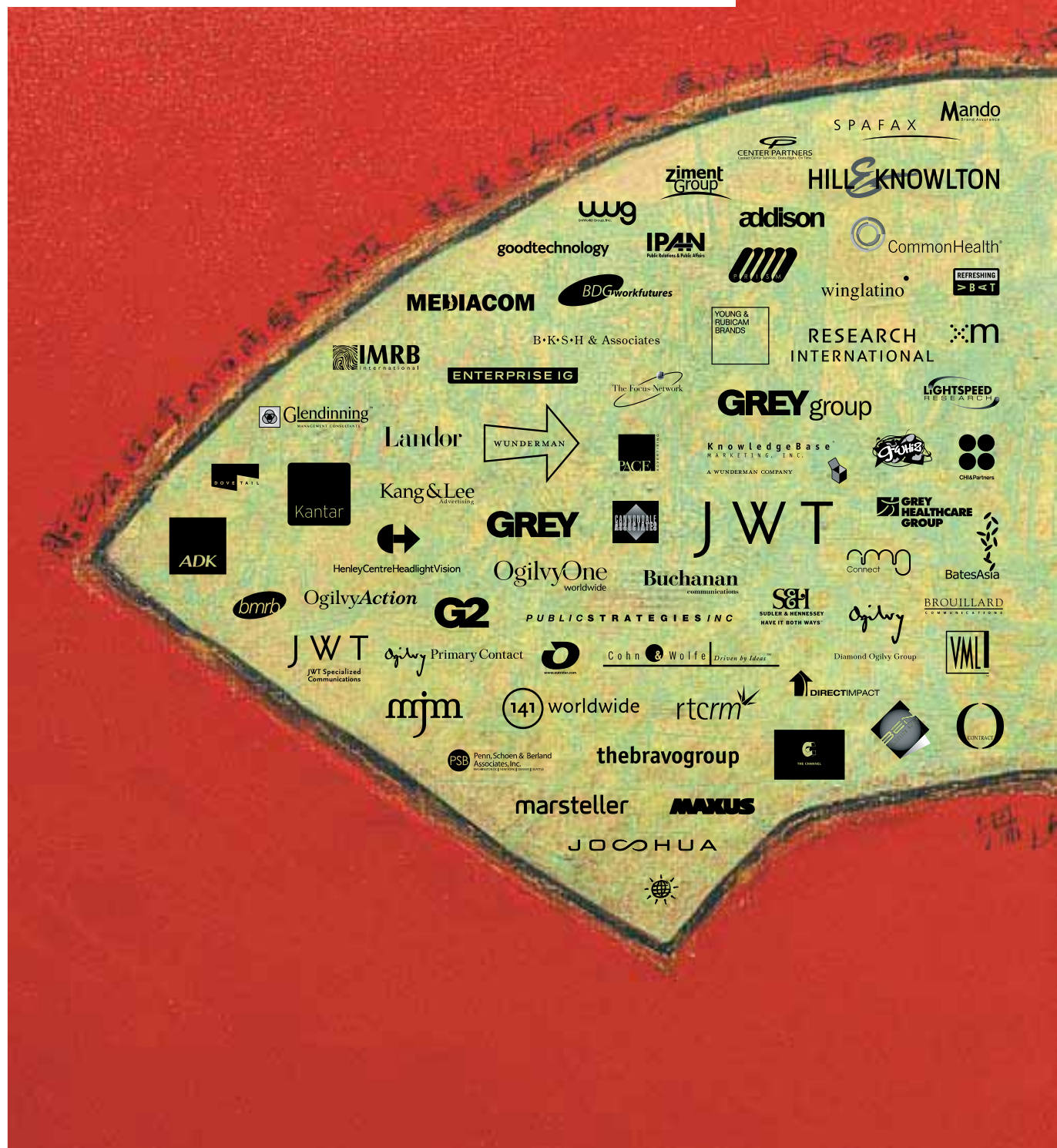
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# Who we are



The Farm

MosaicaMD

BRIERLEY & PARTNERS

einsonfreeman

performance

kmr group

Y&R

The Coppette Group

ohal

Burson-Marsteller

HighCo

ohal

groupm

Ogilvy

gci

COLEY PORTER BELL

MillwardBrown

THE STORE

studiocom

BRIDGE WORLDWIDE

FINSBURY

everystone

uncovering opportunities and delivering value

[ BRANDBUZZ ]

digit

LG Ad

ADDEDVALUE

WalkerGroup

ALLIANCE

MEDIAPRO

THE FOOD GROUP

Dentsu Y&R

MindShare

UNITED

clever media

MAX

ZAAZ

PCI FITCH

WARWICKS

CHIME COMMUNICATIONS PLC

metro

THE MATTSON JACK GROUP

Lambie-Nairn

THE EVENT UNION

Catalyst-on-line

SOHO SQUARE

FITCH

mediaedge:cia

GRASS ROOTS

\*S,C,P,F...

Ogilvy

SOHO SQUARE

TAPSA

ROBINSON LERER & MONTGOMERY

Ogilvy Healthworld

GLOBAL SPORTNET

Ogilvy Public Relations Worldwide

Headcount

FORWARD

DSG DEWEYSQUAREGROUP

BANNER

dialogue

kinetic

MALONE ADVERTISING

red cell

A. Eicoff & Company

clarion communications

geometry

THE PARTNERS

syzygy

Quinn Gillespie Associates LLC

BDG McColl

Wexler & Walker public policy associates

bpr

EWA

Bespoke Communications

TCI

# Who we are

WPP is one of the world's most comprehensive marketing communications groups. It comprises leading companies in all these disciplines:

- Advertising
- Media Investment Management
- Information, Insight & Consultancy
- Public Relations & Public Affairs
- Branding & Identity
- Healthcare Communications
- Direct, Digital, Promotion & Relationship Marketing
- Specialist Communications

There are more than 100 companies within the Group – and each is a distinctive brand in its own right. Each has its own identity, commands its own loyalty, and is committed to its own, specialist expertise. That is their individual strength. Clients seek their talent and their experience on a brand-by-brand basis. Between them, our companies work with over 340 of the Fortune Global 500, over one-half of the NASDAQ 100 and over 30 of the Fortune e-50.

It is also of increasing value to clients that WPP companies can work together, as increasingly they do: providing a tailor-made range of communications services, centrally integrated. Over 400 clients are now served in three distinct disciplines. More than 280 clients are served in four disciplines and these clients account for over 57% of Group revenues. Group companies now work with nearly 230 clients across six or more countries.

Collectively, 100,000\* people work for WPP companies; out of 2,000 offices in 106 countries.

**Our companies and their websites are listed on pages 106 and 107.**

\* Including associates.

# Our CR Report at a glance

Corporate responsibility covers a wide range of issues. This Report describes how we are responding to those we feel to be most significant and relevant to our business:

## The impact of our work

Effective communication that educates the public, changes behaviour and promotes sustainable consumption will be essential to addressing many of the world's most pressing challenges – from climate change to the AIDS pandemic. We believe that the communications industry has an important role to play.

This Report profiles recent work by our companies in three areas:

- Campaigns that promote our clients' green or ethical credentials.
- Social marketing work that influences public attitudes and behaviour, such as campaigns to overcome prejudices about immigrant workers and to educate the public about healthy eating and food hygiene.
- Cause-related marketing campaigns that link brands to charities.

**See pages 15 to 34.**

## Marketing standards

Marketing is a powerful tool – with the ability to influence attitudes and behaviour. So it is important that our companies apply high ethical standards in all their work and particularly when marketing sensitive products such as alcohol or tobacco, or when creating advertising directed at children.

In addition, our research and direct marketing companies need to protect customer privacy when collecting, using or sharing customer information.

We track complaints made about advertisements produced by WPP companies on a worldwide basis. In 2006, 23 campaigns by WPP agencies gave rise to complaints, in seven countries.

**See pages 35 to 42.**

## Employment

WPP employs 100,000 people (including associates) at 2,000 offices in 106 countries. Our clients choose WPP agencies because of the insights and creativity our employees bring to their work.

We aim to attract and retain the most talented people through competitive salaries and benefits, and strong employment practices. We encourage diversity and invest in training to help our employees develop their knowledge and skills.

In 2006, we invested £38.2 million (2005: £32.7 million) in training and wellbeing. Women accounted for 34% of executive directors, 50% of account directors and 58% of total employees. There are three women on WPP's board.

**See pages 43 to 52.**

## Environment

Our CR policy commits us to minimise our impact on the environment. Climate change is an enormous challenge and WPP wants to be part of the solution.

WPP is becoming carbon neutral. We have set a goal to reduce our energy consumption by 20% by 2010 and are also buying renewable electricity in some of our markets. We are offsetting the rest of our emissions (paying someone else to reduce their carbon emissions by an amount equal to our own footprint).

**See pages 53 to 57.**

## Supply chain

WPP spends more than \$4 billion with suppliers each year. Across all of our spend, we want to do business with suppliers that meet high standards on the environment and human rights.

We are committed to managing CR risks in our supply chain, both for ourselves and our clients. In 2006, we continued our pilot project in the UK to assess and improve CR credentials with selected suppliers.

**See pages 58 to 61.**

## Social investment

Our companies possess great intellectual and creative ability. We share this resource with charities and other organisations around the world through our pro bono work – creative work done for free or at minimal cost. This is worth much more than an equivalent cash donation. By applying our advertising, marketing, PR, design and research skills we help charities gain a higher profile, attract funding and new members, and reach more people with their campaign messages.

In 2006, our social investment was worth £24.9 million (\$45.9 million). This is equivalent to 0.42% of our total revenue and 3.7% of reported profit before tax.

This Report features examples of work done for charities on a pro bono basis. These include campaigns to support the UN Millennium Development Goals to eliminate poverty and to raise awareness for conservation organisation WWF.

**See pages 69 to 73 for the full report.**

# From our CEO



It seems pretty certain that 2007 will be seen by historians as the year the world finally woke up to climate change.

Towards the end of 2006, and over a short period of time, three events took place, not one of which could be easily ignored.

The first was Al Gore's film *An Inconvenient Truth*:

at last, the power of film and mass distribution brought home to millions the overwhelming scientific evidence of man's consumption of fossil fuels and the graphic consequences for the world's climate.

Second was Sir Nicholas Stern's Review for the UK Government: the first widely circulated and comprehensively reported analysis of the economic consequences of climate change. Tackling the question of cost head on, Stern made it unequivocally clear that it would be far more expensive to do nothing than to act with urgency.

And third was the publication of the Fourth Assessment Report of the Intergovernmental Panel on Climate Change. This warned that evidence of man's impact on the climate, far from being challenged, was even more conclusive than previously thought.

There has since been a remarkable shift in attitude. Climate change is no longer seen as the fanciful risk of marginal changes in weather based on scant evidence. Politicians, business leaders, investors, pressure groups, religious leaders and the public are now deeply concerned. Although progress around the world is inevitably uneven, a consensus for action is now in place.

At WPP we, too, have sharpened our senses. Just a few years ago we regarded our organisation, office-based as it was, to have a relatively insignificant climate impact. Now, after looking carefully into the subject, we realise that modern offices, with their air conditioning, IT systems and generous lighting, are energy hungry. We've also calculated the impact of our business air travel. In total, we believe our carbon footprint is close to 260,000 tonnes of CO<sub>2</sub>.

I recently announced plans for dealing with WPP's carbon footprint. To achieve carbon neutrality we are: reducing our energy use by improving office design and purchasing energy-efficient IT equipment; buying electricity from renewable sources where this is available; and purchasing carbon offset from renewable energy schemes to neutralise our remaining CO<sub>2</sub> emissions.

As a result of carbon offset we are becoming carbon neutral – but our firm intention is to cut our carbon footprint by 20% over the next four years. The more – and more rapidly – we can reduce our carbon footprint, the less we'll need to rely on the easier option of offset.

Cutting our own impact is essential, but we can make an even greater contribution by helping our clients address climate change. WPP is privileged to work with major global and national businesses in every sector. Almost without exception, they will be severely impacted by climate change; and, if they are not already, will be rigorously reviewing the products and services they offer and how these are marketed.



Already, many new products are being developed with greatly reduced climate impact. If they are to succeed, they will need to be skilfully marketed – so that they are seen to be more desirable than conventional energy-wasting products. We intend to be at the centre of this communications challenge.

Almost everything that consumers currently purchase will have to change. Fashion, food, electronic products, housing, heating, cooling, lighting, holidays, cars, public transport, banking, even insurance – all will be different.

WPP companies – with over 2,000 offices in 106 countries – look forward to accelerating these critically important changes through informed and imaginative communications.



Sir Martin Sorrell  
Group Chief Executive

### Our significant CR issues

We focus our efforts on the issues we have identified as being most material (relevant and significant) to WPP. In 2006 we revised our assessment in light of increased global attention to climate change. We consider five corporate responsibility issues to be of significance to WPP:

- The **social and environmental impact** of our work for clients.
- **Marketing ethics**, compliance with marketing standards, and protection of consumer privacy.
- **Employment**, including diversity and equal opportunities, business ethics, employee development, remuneration, communication, and health and safety.
- **Social investment**, including pro bono work, donations to charity and employee volunteering.
- **Climate change**, including the emissions from energy used in our offices and during business travel.

These issues represent opportunities for us to strengthen our business by enhancing our reputation with clients and our people.

The social, demographic and business changes that will take place in response to climate change will present numerous communications and marketing opportunities for WPP. Our decision to become carbon neutral will help our companies leverage these opportunities.

In the event of poor performance or high-profile failures in marketing ethics or employment, there is a potential for reputational risk to our business.

Of less significance, but still part of our corporate responsibility program, are our other environmental impacts (including waste and recycling) and our suppliers' corporate responsibility performance.



# What we think



PP companies encounter CR issues in many aspects of their work. They use their expertise in these subjects to help clients respond to social change and capitalise on the new opportunities it creates.

Here people from two WPP companies share their professional insights and argue that truthfulness is at the root of all successful marketing. In the first essay, **Philip Hodson**, from WPP's branding and identity company **Enterprise IG**, describes how successful green branding must be both true and compelling. Green or ethical marketing must have substance behind it – or it will be dismissed as 'greenwash'.

The second essay explores some of the challenges of social marketing. **Nigel Dawson**, from WPP's advertising agency **Grey**, shows that successful social marketing treats issues as brands and never tries to achieve change in isolation.

# A 'greenprint' for companies and their brands: how true, how compelling?

As the sustainability agenda grows in strength, and climate change becomes an ever-more pressing concern, companies need to ensure they get the balance right between promoting a green stance and being true to what they say.

Marks & Spencer has a Plan A. General Electric has Ecomagination. Wal-Mart has Sustainability 360. And HSBC has gone carbon neutral.

These companies are among the leaders in a new corporate environmental movement. The driver is the threat of climate change and its potentially catastrophic effects – environmental, social and economic.

in relation to a range of sustainability issues – including climate change. According to the UK Co-operative Bank's *Ethical Consumerism Report 2006*, the UK market for ethical goods was worth £29.3 billion in 2005, up 11% on the year before. This now exceeds total retail sales on cigarettes and alcohol in the UK. Two-thirds of UK consumers are more likely to purchase products from a company seen as taking action to tackle climate change.

Another survey, by GfK NOP, argues that ethical consumption is "perhaps the biggest movement in branding today". Increased interest among consumers appears to have influenced decisions such as Toyota to promote hybrid cars and the purchase by L'Oreal of the Body Shop.

## The role of business

Governments, international economic/political organisations, campaigning organisations and individuals all have a role to play in helping provide solutions. Businesses are being urged to take action to lower carbon emissions, for good reason. Of the world's 100 most powerful economies, 52 are companies, not countries. We cannot expect governments to design solutions to climate change on their own.

Clearly, the business community, with its inherent power can make a significant contribution to the solution or, more accurately, range of solutions we need to find. And this should not be regarded as philanthropic work. Lowering carbon emissions can help businesses strengthen their brand value, attract talent and compete more effectively.

Consumer interest in company environmental performance varies significantly between markets and so far hasn't always had a direct influence on buying habits. However, there are signs that consumer attitudes are reaching a tipping point

## A question of trust

The question that consumers are increasingly asking in this debate is "who can we trust?" Who is acting in a sustainable way and who is just simply applying 'greenwash'? What brands can people really believe in?

It's our belief that companies and their brands need to be both *true* and *compelling*. To succeed, they have to speak truthfully about their beliefs and activities, and be compelling in the way they describe them. This is of particular importance in the sustainability arena.

For the companies and brands which hope to survive and be successful in the future, the big question that will be asked of them is "Are you sincere in your stated sustainability claims, and how well are you using real changes in attitude and actions to forge a new competitive advantage?" How truthful and how compelling?

### Four key pointers for future success

2007 has already become a turning point for the global sustainability 'movement' – particularly among the business community.

At this time of fresh thinking and new solutions, we would like to suggest four key pointers for companies and their brands who genuinely want to be seen as examples of sustainable business success.

■ Companies and/or their brands must ensure that 'sustainable' policies and action plans are *at the heart of their businesses*. Those who move soonest will gain the greatest competitive advantage.

■ Finding *compelling ways* to promote these aspects of the way they operate as a business should become an increasingly important part of their marketing and promotional strategy.

■ But... they will need to be rigorous about what they claim is *true* – no greenwash! Those who aren't will be found out, and it will be worse than if they had done nothing at all.

■ Sustainability is about finding solutions that are both environmentally and economically sound – and rediscovering the *social contribution* businesses can make. It is about business people rediscovering their wider role in society – way beyond philanthropy and self-promotion. It is about business asserting its potentially positive role on the development of our society.

This can be a win-win situation for all of us. There is no single magical solution, but a range of solutions, each of which will feed into or support each other.

What is clear is that the business community needs to take an extremely active role in the drive towards a truly sustainable future. But businesses need to be both true to what they say, and compelling in their sustainability claims, to gain significant competitive advantage. There can be little doubt that those who achieve this will be among the great business success stories of the future.

Philip Hodson

Head of Responsible Brand Development  
Enterprise IG

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# Social marketing: how to make a sale

The more cynical members of the creative fraternity would say that working on causes and charities is simply an easy way to win awards. Some years ago there was even an ad for a creative award show that aimed to debunk this belief by showing a man holding up an ex-canine and saying “Here is a picture of a dead dog. Where’s my award?”

In truth, social marketing is as complex as marketing a product. Often it’s tougher. It can be much more difficult to change minds than to change habits. Getting someone to choose between condom brands in a pharmacy is a doddle compared to getting them to use a condom in the first place. The range of social marketing tasks that we are confronted with vary from simply getting people to do something (vote, hand in your gun, give money) to fundamentally changing their attitudes and behaviour (stop smoking, treat women better, don’t take drugs). This is big picture stuff. It’s very challenging and highly rewarding.

those that tie in with social change, legislative changes, new medical facts or whatever. And they come to life in the media. Media relations are a critical component of a campaign. They create a context for the advertising, validate what is being said and reduce cynicism.

One example is the Transport Accident Commission (TAC) road safety campaign in Australia. The TAC will raise awareness of an issue in the media before solving it through effective deterrent communication. So even the most confrontational piece of communication will be greeted by the response “Thank God they’re doing something about this problem”. And the TAC court any comment or controversy that derives from the advertising. As a result TAC advertising is woven into the very fabric of society and has created a culture of road safety. So much so that on many occasions media reports on a crash will say “It was just like a TAC ad.”

## Treating issues as products

The first thing to remember is that we are selling something. The best social marketing treats issues as if they were products. It develops brands that live in the consumer’s mind as strongly (and often more so) as supermarket brands. Examples here in Australia include ‘Every cigarette is doing you harm’ (Federal Government anti-smoking campaign). ‘For all creatures great and small’ (RSPCA). ‘If you drink, then drive, you’re a bloody idiot’ (road safety campaign in the state of Victoria). These products are sold through impactful, consistent, branded campaigns whose results are measurable. Sounds a bit like selling fast food, doesn’t it?

The difference of course is that social marketing products only exist in the mind. And for that reason communications can never work in isolation. The successful campaigns are always

## Tell the truth: show reality

Because social marketing must touch people so profoundly it is not surprising that the most successful campaigns obey the creative mantra that we always recite at Grey: Tell the truth; show reality. What works with these issues is realism. Not distorted realism or exaggerated realism, but absolute realism. It has been the guiding principle behind the 18 years of award-winning road safety advertising for the TAC. The years have taught us a lot. AIDS, car crashes, terminal illness, poverty, crime, sexual abuse are all emotive enough without having to hype them up through contrived advertising. Even more mundane topics such as taxation or health benefits or saving water are best communicated in a straightforward, albeit creative, way to get across important information that people can action.

Audiences will pick anything that is fake or stylised or looks ‘addy’ and reject it. Extremes give them excuses to distance themselves from the message. Credibility is mandatory; without it an ad won’t work. Emotion is important so our target can feel the impact in their gut instead of just hearing it. The creative person’s antipathy to concept testing in research groups is well known, but in the case of social marketing it is mandatory. More than anything it is a reality check. We get suspicious when a research group looks at a concept and says “Yes, that’ll make them change.” We get excited when they say “God, that could so easily be me.” It means we have taken a universal truth and made it personally relevant. That’s when you know you have made a connection.

### Making climate change personal

Today, of course, the emerging monster is climate change with all its implications. While the issue might appear to be immense and global in scale, social marketing can have a role.

The trick is to make it personal. There is a line in the World War Two film *Charlotte Gray*: “Nobody fights for their country; they fight for their family, or a loved one.” People will only act if they can see a personal relevance. Two recent campaigns in Australia have successfully deconstructed the problem. One personalises greenhouse emissions by showing black balloons squeezing from domestic appliances and rising into the atmosphere. A related campaign, designed to combat Australia’s water shortage, personalises water usage by showing that every year a household uses as much water as a lane of an Olympic swimming pool. These 50 metre towers of water are seen in suburban back gardens. Such campaigns help reduce the consumer’s feeling of impotence and show how baby steps can help solve even global problems.

### Keep the politics out

Social marketing is the antithesis of mass-market advertising. This is personal. Things get tricky when altruism becomes infected with politics. People aren’t stupid; they can see when political imperatives are contaminating a valid social message. They are understandably cynical of short-term messages that fail to build a brand and which are more political marketing than they are social.

It is quite an education to see how a research group’s attitude to a valid social message will change when a government imprimatur is attached to it. One could argue that it is best to keep government messages separate from government-sponsored messages for the greater good.

I said earlier how rewarding it is to create social marketing campaigns and that the results should be measurable. Long-term behavioural changes are what we are really after, but we also need benchmarks and mechanisms to be able to monitor the short-term ‘retail’ results. It’s exciting to see the metropolitan road toll drop 33% over two years, to find that drownings are down, to hear that over 80,000 people contacted a sexual abuse hotline and that 18,000 people handed in their guns.

Results like these help to vindicate the advertising approach. But it is important to reiterate that social marketing campaigns rarely work in isolation. Their messages must be elaborated upon in the media, manifested in society and supported by action. Otherwise they will flicker for a moment and then vanish from everywhere except the award books.

Nigel Dawson  
Creative Director  
Grey Melbourne

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# The impact of our work

**E**

ffective communication that educates the public, changes behaviour and promotes sustainable consumption is essential to addressing many of the world's most pressing challenges – from climate change to the AIDS pandemic.

We believe that the marketing industry has an important role to play. That's why the social and environmental impact of our client work is one of the most important elements of corporate responsibility for WPP.

This section profiles our work in three areas:

- Campaigns that promote our clients' green or ethical credentials.
- Social marketing work that influences public attitudes and behaviour.
- Cause-related marketing campaigns that link brands to charities.

### CR in our client work

Public concern about the environment, poverty and other global issues is creating new challenges for business. There is growing consumer demand for 'green' or 'ethical' products which companies are meeting by developing new, more responsible products.

These products need good marketing so that the benefits are understood by consumers who will choose them in preference to less responsible brands. Our companies help clients to present their green credentials and ethical values in a compelling way to generate sales and gain customer loyalty. This trend increased significantly in many markets in 2006.

Green claims in advertising are subject to a high level of public scrutiny. So it is particularly important that they are based on a solid foundation and that all claims can be substantiated. See page 68 for information on our approach to marketing standards.

Here we profile 10 campaigns for clients with an environmental or social dimension.

### Campaign: Energy efficient servers

Client: Samsung

WPP company: JWT CET San Francisco

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Computing and digital telecommunications technology is transforming the way we live, making it cheaper and faster to communicate and do business. However, as servers and data centres get bigger and more powerful they are becoming major consumers of energy. This is expensive and contributes to climate change.

Last year the world's servers and their cooling equipment **consumed** as much power as that generated by fourteen 1,000 megawatt power stations. Research shows that as much as 30% of the data centres' energy is consumed by server components known as DRAM (dynamic access random memory) chips.

JWT produced a campaign for Samsung, a leading manufacturer of semiconductors, to highlight the company's low-heat memory chips. The ads were targeted at engineers who design equipment in data centres, informing them that Samsung chips can save energy and money benefiting the customer and the environment.


# The impact of our work

CR in our client work



our DRAM doesn't just save data - it saves energy

An energy efficient DRAM configuration saves you big bucks, the bottom line is that DRAM can account for as much as 40% of a data center's energy costs. By moving to Samsung's high-capacity DRAM modules, a data center can realize significantly reduced energy consumption that lowers overall operating costs. To see how Samsung DRAM can keep you in the touch, visit [www.samsung.com/semi/DRAM](http://www.samsung.com/semi/DRAM)



# The impact of our work

CR in our client work

Campaign: Clean energy

Client: Shell

WPP company: JWT China

China has experienced very rapid development in the last 10 years. Pollution and other environmental problems are becoming big issues in the country's rapidly expanding cities.

JWT China created an advertising campaign to show how Shell is responding to these challenges. The aim was to position Shell as an environmentally responsible company and highlight the company's investment in clean energy technologies.

One ad (see right), picturing a woman looking out over a busy Shanghai motorway at night, describes Shell's plans to build a hydrogen filling station which will bring cleaner fuel to the city. Other ads highlighted Shell's use of coal-to-gas technology which reduces pollution and Shell's project to educate young Chinese about environmental protection and the energy challenges of the future.

These ads were published in national business magazines and local newspapers. They aimed to inform government officials, journalists, college students and other opinion leaders about Shell's efforts to bring cleaner fuels to China.



### Campaign: Future of Transportation

Client: Norfolk Southern Corporation

WPP company: JWT Atlanta

Norfolk Southern Corporation's *Future of Transportation* campaign, developed by JWT Atlanta encourages regulators and businesses to see trains as an efficient, environmentally-friendly alternative to road trucks.

In America, rail is often viewed as an ageing, unresponsive industry rather than a solution to the transport needs of the future. Government funding often favours road freight over railways, despite congestion and the environmental impact of truck emissions. Yet trains use nine times less fuel per mile than a truck and each train can carry freight equivalent to 300 trucks.

JWT developed a campaign for Norfolk Southern to change perceptions of the rail industry among policymakers, businesses and the public and demonstrate that the company could provide a safe, efficient and environmentally-friendly answer to America's freight needs.

The ads included a TV spot featuring a tree moving a truck container onto a train – illustrating that rail can relieve road congestion and air pollution. The advertising was accompanied by a PR and lobbying campaign to reach legislators during elections and when transport initiatives were on the Senate agenda.

During the campaign, Norfolk Southern secured federal and state funding to help create a rail link between the Midwest and the Port of Virginia and to improve rail infrastructure from Tennessee to New York. They also generated support for the Freight Rail Infrastructure Capacity Act which, if passed, will increase government investment in railroads.



# The impact of our work

CR in our client work

## Campaign: Go Green Without Going Into The Red

Client: B&Q

WPP company: JWT London

The energy used in Britain's houses accounts for more than a quarter of the country's CO<sub>2</sub> emissions, which makes them a major contributor to climate change.

B&Q, the UK's largest DIY retailer, has brought a new range of products to the high street that help households cut their energy use and climate impact. These include solar panels, energy-efficient boilers and loft insulation.

JWT helped produce a TV, print and internet campaign to advertise B&Q's green products and to position the company as environmentally responsible. The campaign put the amount of energy wasted by UK households in context, highlighting that "every house in the UK produces enough CO<sub>2</sub> in one year to fill six hot air balloons". The adverts also used the tagline "Go green without going into the red" to emphasise that B&Q's environmentally friendly products are affordable and can save money by cutting heating and electricity bills. The agency also created 'Britain's first energy-efficient poster', a back-lit billboard ad that was part powered by a wind turbine.

B&Q published an energy-saving brochure and added energy-saving tips to their website and an interactive TV page. Following the campaign, 1,500 people ordered the brochure and there were 12,000 clicks through to B&Q's energy-saving website.



## The impact of our work

CR in our client work

### Campaign: Painkiller abuse

Client: GlaxoSmithKline (GSK)

WPP company: Hill & Knowlton Denmark

Painkillers such as paracetamol, bought over the counter, help people deal with pain and reduce visits to the doctor. But taking too many painkillers can damage your health and they are often used in suicide attempts. In 2006, over 2,000 people were hospitalised in Denmark after overdosing on painkillers. Many of these were teenagers.

Even though drug companies are not responsible for paracetamol abuse, press coverage of this issue can have a negative impact on well-known brands. As market leader in Denmark, GSK's Panodil has an interest in maintaining public trust in paracetamol.

H&K worked with GSK over a number of years to develop a PR and lobbying campaign asking the Danish authorities to limit pack sizes for paracetamol. Reducing the amount of paracetamol that can be sold in one pack has been shown to reduce abuse of this medicine.

H&K also developed an education campaign for young people, teachers, doctors and pharmacists. This informed young people of the dangers of paracetamol abuse and encouraged consumers to keep painkillers away from younger family members.

### Campaign: Responsible drinking

Client: Tanqueray Gin/Diageo

WPP company: Grey New York

Grey New York created campaigns for Diageo's Tanqueray gin that encourage responsible drinking.

Most alcohol advertising now features a message to encourage people to drink responsibly – but this is usually small and added to the end of the ad. Grey and Diageo took a different approach: making the responsible drinking message part of the overall brand identity.

The ads position Tanqueray as a sophisticated but fun brand. Their message: style is about knowing when to draw the line.

The first in the series was the TV ad 'Shrimp'. It starts with a man eating an exorbitant amount of shrimp cocktail at a party, Tony Sinclair, the ambassador for Tanqueray, delivers the message "What's true for shrimp cocktail, is true for all cocktails: Always in moderation." A follow-up outdoor ad "Swagger, Not Stagger" emphasises the benefits of responsible drinking.



# The impact of our work

CR in our client work

Campaign: Green Box

Client: China Mobile

WPP company: Grey Beijing

Old mobile phones and batteries can be toxic to the environment if they aren't disposed of correctly. However, until recently there has been a very low recycling rate for old mobile phones in China. Many of the country's mobile users are not aware of the damage just throwing away an old phone can do.

In 2005 China Mobile worked with Motorola and Nokia to set up the Green Box recycling program to encourage customers in 40 Chinese cities to recycle old phones, batteries and packaging.

Grey Beijing created an advertising campaign to educate mobile users about the need to recycle old phones and accessories, to promote the Green Box program, and to position China Mobile as an environmentally responsible company.

The ad (one of which is featured near right) was part of a print series highlighting the pollution caused by disused phone batteries. The series won a Gold award at the 2006 China Advertising Festival.

China Mobile and its partners collected more than 30,000 disused phones and accessories in the first three months of the program. A further six mobile phone manufacturers have now joined Green Box and will each set up more recycling boxes at their offices, sales and service sites.





### Campaign: Hybrid cars

Client: Honda Civic

WPP company: Grey Portugal

Grey Portugal created a campaign for the launch of the new Honda Civic IMA. The Civic is a hybrid car that is good for customers and the environment because it produces fewer emissions and uses less fuel.

The campaign used press and internet advertising and a direct mail element to educate the public on climate change and the benefits of hybrid vehicles. It started with a briefing for environmental and media opinion leaders to help raise awareness of the launch.

During the campaign, sales of the Civic IMA increased by 38%. Honda's share of the hybrid vehicle market in Portugal also increased by 7%.

The Honda Civic website, also created by Grey, won the Best Automotive site 2005 in Portugal.



# The impact of our work

CR in our client work

Campaign: Climate Changed

Client: Christian Aid

WPP company: Good Technology UK

In 2007 the world's leading climate scientists confirmed that man's activities are changing the earth's climate. The world's poorest people contribute least to climate change, but suffer most from its effects.

Christian Aid is campaigning for urgent action on climate change to stop an increase in the flooding, drought, famine and other extreme weather that is already affecting developing countries.

Good Technology was commissioned by Christian Aid to create a campaign website. This highlights the simple changes that people can make to their workplace and home – such as turning off equipment when not using it and switching to renewable electricity – which can make a potentially huge difference to developing countries.

The site uses innovative methods to get the point across. For example, when visitors click to print a campaign brochure, a giant printer crashes down with a message urging people to save energy by printing only when really necessary. The website also describes how people can help in the long term, by signing up to the campaign and getting their company to set CO<sub>2</sub> reduction targets.

Digital channels are a key aspect of our 'climate changed' campaign. It's a great way to engage people at work to make a tangible difference, because most people are using their computers and printers then and there.

I for one have thought twice about using the printer after being involved in the project!



Nick Burne,  
Head of Interactive, Christian Aid

# The impact of our work

CR in our client work

**christian aid**

Go on, make your workplace a little greener

Climate change isn't a threat to the future. It's today's reality, wrecking lives in the developing world through, floods, famine, drought, disease and the conflicts these cause. The question is, what are you going to do to stop it?

How do you want to help?

- print** our handy brochure
- download** our nifty screensaver
- take** the problem to work

# The impact of our work

CR in our client work

## Campaign: Greener travel

Client: Virgin Trains

WPP company: Rainey Kelly Campbell Roalfe/Y&R UK

As more and more people fly each year, air travel is fast becoming a significant contributor to climate change. In a relatively small country with a good rail network like the UK, there is often no need to travel by plane.

Y&R created an ad campaign for Virgin Trains to position train travel as the best way to get around the UK. TV and online ads, featuring cartoon frogs, emphasised that train travel is better for the environment and your wallet too. The ads used factual straplines to suggest that the train is the obvious choice for travel in the UK.



## The impact of our work

CR research by WPP companies

### CR research by WPP companies

Several of our companies undertake research into consumer attitudes to global companies and CR issues. Here we profile two recent studies.

#### **Green Brands survey: Landor Associates; Penn, Schoen & Berland; Cohn & Wolfe**

The environment is a big issue for both British and American consumers, according to the 2007 *ImagePower® Green Brands Survey* conducted by three WPP companies: brand consultancy Landor Associates; research agency Penn, Schoen & Berland Associates; and PR firm Cohn & Wolfe.

There has been a dramatic shift in attitudes towards the environment in both the US and UK, where Global Warming is considered the biggest man-made threat to society. The survey also reveals that 60% of UK consumers connect green-perceived brands with higher quality, and they are prepared to pay a premium for this. In the US, Americans are most concerned about green alternatives in categories that have greater interaction with their bodies, such as personal care products and grocery retailers.

The survey suggests that a green reputation is a powerful advantage for companies which may soon become a necessary cost of entry for all brands. However, the WPP companies emphasised that any 'green promise' must be backed up with solid actions, behaviours and communications to be credible.

[www.landor.com](http://www.landor.com)

#### **ReputationZ: tracking consumer perceptions of corporate responsibility: Millward Brown**

WPP company Millward Brown tracks consumer perceptions of global companies through its annual *ReputationZ* survey.

The 2007 survey compared consumer views in the UK and US. The issues covered included climate change, Fairtrade and community involvement.

The survey showed that key top-of-mind concerns for consumers in the UK include climate change, obesity and irresponsible drinking. In the US they included obesity, risks of smoking and security of oil supplies. While environmental concerns are less resonant in the US, evidence from the UK shows that once the public become aware of these issues, they rise up the agenda quickly.

Around one-third of consumers in both countries now think about ethical issues while shopping. The research suggests that consumers are more likely to be influenced by positive branding than negative news stories.

In the UK, 55% of consumers have bought a Fairtrade product and 27% are more likely to buy from a company that is carbon neutral. But only 10% would refrain from buying a product for ethical reasons.

In the US, 58% state that they are more likely to buy a product from a company that is active in the community. Environmental awareness is much lower. Only 9% have heard of the term 'carbon neutral' and only 6% would be more likely to buy from a company that is carbon neutral.

In the UK, only 23% of people are aware of any company that has become environmentally-friendly. There is plenty of scope for companies to improve this situation – companies that have invested in promoting their green credentials to the public and opinion leaders were rated more highly in both the UK and US.

[Peter.Walsh@uk.millwardbrown.com](mailto:Peter.Walsh@uk.millwardbrown.com)

# The impact of our work

Social marketing

## Social marketing

Social marketing addresses social, health and environmental problems by educating the public and encouraging behaviour change.

Many WPP companies undertake social marketing work for clients (often government agencies) and several of our companies specialise in this area, including Ogilvy Outreach, Ogilvy PR's Social Marketing Practice and Thompson Social.

## Campaign: Good nutrition

Client: Safefood

WPP company: Ogilvy & Mather Dublin

Ogilvy & Mather Dublin has been working with Safefood, the Food Safety Promotion Board, since 2003 on advertising campaigns to educate the public about food hygiene and healthy eating.

The agency developed the strapline, "It's in your hands" for a series of campaigns explaining different aspects of healthy eating. In early 2006 a lunch box campaign released on television and on billboards across Ireland (below) emphasised the low nutritional value of junk foods commonly found in children's packed lunches. Another series of adverts explained the dangers of eating too much salt, and a "superfoods" campaign showed that some simple foods have very high nutritional content.

The advertising has been very effective. A campaign to raise awareness of the dangers of food poisoning in the home led to 1.1 million people cleaning their fridge. The ads also helped establish Safefood as the recognised expert on food safety in Ireland and Northern Ireland.



## Campaign: Dispelling migrant prejudice

Client: Toronto Region Immigrant Employment Council  
WPP company: Ethos JWT Toronto

Many immigrants in Canada fail to find work – even if they are highly educated or have specialist qualifications. Many others end up in low-paid, unskilled jobs, well beneath their level of expertise. This is partly due to barriers such as language and cultural differences, but also reflects prejudices about immigrants among the public and potential employers.

Ethos JWT, a WPP social strategy practice, worked with the Toronto Region Immigrant Employment Council (TRIEC), a coalition of employers' organisations, trade unions, government and community groups, on a campaign to change perceptions of immigrant workers. The campaign aimed to show employers that immigrants are an untapped pool of talent – with the potential to benefit businesses in Toronto.

Print and television ads showed situations where highly-skilled and educated immigrants were employed in or being interviewed for jobs requiring minimal training or education. Through dialogue, the immigrants revealed their expert knowledge. The ads directed people to visit TRIEC's website where they could learn more about the issues and get involved in immigrant hiring programs.

Since the campaign began, traffic to the TRIEC website and participation in TRIEC programs has increased significantly. This has helped TRIEC to secure Cdn\$1,000,000 in government funding to extend its work. The campaign was also shortlisted for Best Public Awareness message at the Cannes Lion International Advertising Festival.



# The impact of our work

Social marketing

## Campaign: Diversity campaign

Client: Ministerie van de Vlaamse Gemeenschap

WPP company: LDV United Antwerp

LDV United created a campaign for the Flemish Government to encourage diversity in local government.

Most city council members in Belgium are white men. The government wanted to encourage residents to vote for a more representative range of candidates. Diversity in government helps to ensure that the views and needs of all sections of society are addressed including women, ethnic minorities and people with disabilities.

LDV United created an eye-catching campaign which aimed to dispel stereotypes. The ads used the strapline “Don’t think in clichés. Don’t vote in clichés.”





## The impact of our work

Cause-related marketing and sponsorship

### Cause-related marketing and sponsorship

Cause-related marketing links brands to charities, usually by the brand making a donation for every product sold.

A well-conceived cause-related marketing campaign can benefit the company, the charity and the customer. The brand gains credibility, customer loyalty and increased sales while the charity receives funds and increased awareness of its work. Consumers have the opportunity to buy something they want while simultaneously benefiting a good cause. To be successful, cause-related marketing must be based on a brand-charity partnership that is meaningful and appropriate.

Many WPP companies create cause-related marketing campaigns for their clients.

### Campaign: Promoting social products

Client: Kleine Wunder (Little Wonder)

WPP company: MindShare Vienna

In January 2006, social entrepreneurs Joachim and Karin Martin launched Kleine Wunder, a consumer goods brand which donates all profits to charity.

MindShare negotiated media space to promote Kleine Wunder products on TV and radio. The space was worth €229,000 (£155,500) and Kleine Wunder paid less than half the normal price. MindShare also negotiated low-cost deals with print publishers for future advertising campaigns.

Kleine Wunder products, which include toilet tissue, mineral water and apple juice, are now selling well in Austrian supermarkets. The Martins won the 'Idea of the Year' in the 2006 Austrian Young Business Award.



# The impact of our work

Cause-related marketing and sponsorship

## Campaign: Yellow Ribbon Project

Client: Singapore Prison Services (SPS)

WPP company: Burson-Marsteller Singapore

Each year 11,000 people are released from prison in Singapore hoping to start their lives afresh. The Singapore Prison Services' rehabilitation initiative helps prepare inmates for this moment. SPS's Yellow Ribbon Project supports ex-offenders after release and organises events that encourage communities to give them a second chance.

Burson-Marsteller developed a PR campaign to raise the profile of SPS's rehabilitation programs. Over six years, B-M kept the media supplied with information, including profiles of inspirational prison officers and rehabilitation success stories. B-M also created an internal communications program to remind prison officers of their role in rehabilitation, and ran media training sessions for SPS employees.

The campaign was a success, generating significant media attention, including front page coverage in the national newspapers *The Straits Times* and *TODAY*. It also helped increase the number of companies (which includes B-M Singapore) registered with SPS's job bank for ex-offenders and increased participation in SPS's community programs.

## Campaign: Solidarity credit card

Client: The HSBC Solidarity Institute

WPP company: JWT Brazil

JWT worked with HSBC Brazil to promote The Solidarity Institute, its charitable foundation that works with charities on social and environmental issues. HSBC makes a donation to the Institute for every customer that signs up to the HSBC Solidarity credit card. A monthly donation and a percentage of all purchases made using the card also goes to the charity.

The Solidarity credit card started as a partnership between HSBC and Pastoral da Criança, a charity that supports disadvantaged children and their families. JWT Brazil created a press and poster campaign for the card's launch that ran across Brazil. It depicted people using their cards as angels – showing that they could do a good deed for charity just by going shopping.

JWT also employed the production company who made the acclaimed film *City of God* to make a television ad conveying the hardships of life in the slums of Brazil. This showed the actual families (not actors) who rely on the support of Pastoral da Criança.

The campaign ran for six months from late 2005. In that time, almost 170,000 customers signed up for the card and HSBC donated around £780,000 to charity.

# The impact of our work

Cause-related marketing and sponsorship



# The impact of our work

Cause-related marketing and sponsorship

## Campaign: Campaign for Real Beauty

Client: Dove (a Unilever brand)

WPP company: Ogilvy Toronto

Product advertising which uses photos of ‘perfect’ models has been shown to cause low self-esteem among young women (a contributory factor in many eating disorders). However, the images we see in the media are often heavily retouched to create an unreal and unattainable image of beauty.

Dove’s *Campaign for Real Beauty*, created by Ogilvy and Mather, goes against the grain of conventional beauty advertising. It challenges the narrow definitions of beauty portrayed in the media by using real women (not models) and celebrating each one’s unique beauty.

The *Campaign for Real Beauty* also has a cause-related marketing element. The Dove Self-Esteem Fund, launched in 2005, supports charities that promote positive self-image among young women and help people with eating disorders.

Ogilvy Toronto produced online viral films to promote a series of workshops run by the Self-Esteem Fund. One film, *Evolution*, uses time-lapse footage to show how make-up, lighting and computer manipulation transform a model’s face into the ‘perfect’ image used on billboards (right).

The film was posted on YouTube and within two weeks had over two million views. It also featured on TV shows around the world gaining exposure for Dove worth tens of millions of dollars. You can watch the video at [www.campaignforrealbeauty.ca](http://www.campaignforrealbeauty.ca).



# Marketing standards

**M**arketing is a powerful tool – with the ability to influence attitudes and behaviour. So it is important that our companies apply high ethical standards in all their work and particularly when marketing sensitive products such as alcohol or tobacco, or when creating advertising directed at children.

We expect all advertising produced by WPP companies to present products fairly and accurately, to comply with the law and marketing codes, and to reflect changing public attitudes to questions of taste and decency or marketing of sensitive products.

In addition, our research and direct marketing companies need to protect customer privacy when collecting, using or sharing customer information.

### Our Code of Business Conduct states:

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

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

See page 67.

### Our CR Policy further states:

WPP companies will comply with applicable regulations and self-regulatory codes of practice in the countries in which they operate.

WPP companies will not undertake work designed to mislead in any respect, including social, environmental and human rights issues.

See page 68.

### Involvement in industry groups

Advertising standards and regulations vary significantly by country. As do attitudes to humour, sexuality, nudity, religion, alcohol and many other topics.

Many of our senior people participate in industry groups that debate and set advertising standards. For example: Amy Smith, CEO of JWT Melbourne and Sydney, is chairman of the Advertising Federation of Australia (AFA); Fraser Lamb, managing director of Wunderman Johannesburg, is an advisor to the Advertising Standards Authority (ASA) of South Africa; Chris Jordan, president of Y&R Canada, is a board member for the Institute of Communications and Advertising; Jagdip Bakshi, CEO of Contract Advertising is a member of the managing and co-ordination committees of the Advertising Agencies Association of India (AAAI); Yuthapong Kittiwongpaibul COO of JWT Bangkok is board member for ethics at The Ad Association of Thailand; Lito Pangilinan, Managing Director of MediaCom Philippines is a member of the Advertising Content Regulation Committee of the Advertising Board of the Philippines.

Through this participation they help to set good practice standards and ensure that marketing guidelines reflect changing attitudes to taste and decency and the marketing of sensitive products.

### Performance in 2006

We expect all advertising and marketing produced by WPP companies to comply with the law and applicable marketing regulations. However, a very small number of campaigns do give rise to complaint. Complaints can be made by members of the public or by competitor brands. They may relate to questions of fact or taste. In most countries they are arbitrated by government or industry organisations.

We track complaints against advertising by WPP companies worldwide, although our data is not complete. In 2006, 23 campaigns by WPP agencies (compared with 29 in 2005) gave rise to complaints, in seven countries.

We have more complete data in the UK where advertising infringements are tracked by the Advertising Standards Authority (ASA). In 2007 14 complaints were upheld by the ASA against advertising produced by WPP agencies (compared with 17 in 2005).

## Complaints upheld by global advertising regulatory organisations 2006

WPP company	Country	Regulatory organisations	Type	Ruling
Grey	UK	ASA	Broadcast	TV ad judged to be misleading as it offered free samples of a fabric softener that were unavailable.
Grey	UK	ASA	Print	Claim that Omega 3, and a food containing the supplement, enhances children's concentration and learning judged to be unsubstantiated.
Grey	UK	ASA	Print	Unsubstantiated claims in an advert for allergy tablets about the number of people allergic to various substances.
Grey	UK	ASA	Broadcast	Combination of toothpaste ads judged to breach rules forbidding adverts from giving the impression of professional dental advice and from recommending the use of a certain product by dentists.
Harrison Troughton Wunderman	UK	ASA	Print	Advert for a law firm misleadingly implied that certain companies were involved in litigation and that they endorsed the firm's services. The advert was also judged to have used company names without permission.
JWT	UK	ASA	Print	Advert might encourage fast and aggressive driving.
JWT	UK	ASA	Print	Breach of rules governing advertising of alcoholic products, linking alcohol with sex and seduction.
JWT Cheethambell	UK	ASA	Broadcast	Claim that a bread was unique in being white and whole grain judged to be misleading.
JWT	South Africa	ASA	Broadcast	Misleading claim about product ingredients.
JWT	South Africa	ASA	Print	Misleading nutritional claim.
JWT	UK	ASA	Broadcast	Claim that a range of kitchen units were 'solid wood' judged to be misleading.
Ogilvy & Mather	Philippines	Advertising Board of the Philippines	Merchandising materials	Use of an infinity symbol and the line 'fights the 8 signs of aging' on merchandising materials judged to be misleading. Also sanctioned for failing to remove the materials from circulation within the agreed time period.
Ogilvy & Mather	UK	ASA	Print	Print ad wrongly implied that an MP3 music player and MP3 compatibility came as standard across a car range.
Ogilvy & Mather	UK	ASA	Broadcast	Broadcast ad judged to potentially mislead viewers about paint options available for a car range and to wrongly imply that an MP3 music player and MP3 compatibility came as standard.
Ogilvy & Mather	UK	ASA	Print	Misleading implication that a yoghurt product did not contain additives similar to those listed in the advert.
Red Cell	Ireland	ASA	Broadcast	Imagery in TV commercial could cause offence.
Red Cell	Ireland	ASA	Broadcast	Advert judged to denigrate competitors.
Y&R	South Africa	ASA		Incorrect nutritional comparison with ice cream and misleading use of the word 'health'.
Y&R	Spain	Asociacion de consumidores	Broadcast	Breach of rules forbidding the use of film characters in food adverts aimed at children.
Y&R	Australia	Australian Competition and Consumer Commission	Broadcast	Radio ad deemed to have violent undertones.
Y&R	UK	ASA	Broadcast	Miscommunication in delivery of a web address meant people may be misdirected to an inappropriate site.
Y&R	Romania	Audio Visual Council (CAN)	Broadcast	Use of word "yoghurt" in pro-biotic drink advert considered misleading.
Y&R	UK	ASA	Broadcast	Toothpaste ad breached rules forbidding implied endorsement of products by dentists.

ASA = Advertising Standards Authority.



### Privacy and research ethics

Our market research and direct marketing companies collect data on consumers to study lifestyles and purchasing habits and to target direct marketing campaigns. Our companies have standards in place to ensure they protect the privacy of research subjects and that data is collected and used ethically and stored securely.

WPP companies are required to comply with data protection laws and marketing codes of practice such as the UK Data Protection Act, the EU Data Protection Directive, the US Safe Harbor principles as certified by the US Department of commerce, the ICC/ESOMAR International Code of Marketing and Social Research Practice, the US Direct Marketing Association Guidance and the UK Market Research Society Code of Conduct.

These guidelines differ in detail but share common principles:

- Data must be obtained by lawful and fair means with the knowledge and choice of the data subject.
- Data should be accurate, complete and up to date and only used for the purposes specified at the time of collection.
- Individuals should be able to access personal information held about them.

Here we profile examples from two WPP companies.

### Applying privacy standards at Research International

Meeting high marketing standards is part of our responsibility to our people, our share owners and our clients. We believe it strengthens our business in the long term.

Research International (RI), one of WPP's market research companies, has a rigorous approach to data protection and research ethics. The company was approached by a key client who wanted the agency to test concepts for online multimedia services with consumers.

The RI client team felt that some of the images could be perceived as inappropriate or degrading and could potentially offend sensitive or vulnerable respondents. They advised the client that there was a high likelihood of complaints to the Market Research Society which could be damaging both to the market research industry and the client. The proposed research methodology involved interviewing people at home which could make them feel uncomfortable and might mean children could see the images accidentally. RI asked the client to reconsider testing the concepts or to use an alternative methodology.

The client was determined to test the concepts and threatened to take the business to another agency. The CEO of Research International UK assessed the case and decided not to pursue the piece of work. It was felt that to undertake the work would go against both the agency's code of conduct and the views of its employees.

The result: The client did take that particular piece of business to another agency but accepted RI's reasons for turning it away. The company believes that the client respected its integrity and the company continues to be one of RI's top clients in the UK.

## Privacy and research ethics at Lightspeed

Lightspeed Research is a WPP online market research agency which runs interactive consumer panels on behalf of clients. Through its network of proprietary panels, and accredited panel partners, it provides access to over 17 million household members across 29 countries in Europe, North America and Asia Pacific.

Online research is a fast-evolving industry which allows research to be conducted in new ways and for data to be collected, shared and stored more easily. Lightspeed is committed to meeting high ethical standards in its research and to ensuring that the advantages of online research – speed, lower costs and access to more research participants – do not result in lower standards of consumer protection.

## Contributing to industry standards

Online research is a relatively new field. Lightspeed has helped to develop many of the guidelines and industry standards that now govern this area of research. This is driven by Anne Hedde, president and Group CEO.

The company is a member of key industry associations including ESOMAR, IMRO (the Interactive Marketing Research Organisation), MRS and CASRO (Council of American Survey Research Organizations) and abides by their standards for online research.

## Privacy and data protection standards

Lightspeed follows strict privacy guidelines that comply with international rules for conducting market research over the internet.

These state that:

- Participation on research panels is completely voluntary, and a panellist's decision to participate in a study, answer specific questions, or withdraw from the panel will be respected without question.
- Panellists can easily opt out of the panel at any time.
- Lightspeed will not seek out personal information about panellists without their prior knowledge and agreement.
- Panellists are entitled at any stage of the interview, or subsequently, to ask that part or all of the record of the interview are deleted from its records where reasonable.
- Lightspeed will never misrepresent itself and what it is doing. It will always identify who it is when it asks panellists to complete a survey.
- All of the information collected in its surveys will be used for research purposes only. Research is never used as a guise to sell products or to ask for money.
- Panellist's name, address, individual responses, and other personally identifiable information will never be disclosed to anyone without panellist consent.
- Lightspeed will not send unsolicited e-mail messages to people who have indicated to it that they do not wish to participate in research studies.

### Recruiting panel members

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Potential panel members must be given clear information about the nature of the research and how their data will be used before they decide to participate.

Lightspeed has a double opt-in process that makes sure participants know who the company is and that they review and agree to the Lightspeed Research Terms and Conditions and privacy policy. A triple opt-in process is used for research that is of a more sensitive nature: for example, when a survey is about to introduce questions regarding health topics.

### Children

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Lightspeed occasionally runs surveys for children and has safeguards in place to protect their privacy. Children (under the age limit set by local ESOMAR guidelines) are only contacted through their parent/guardian – never directly.

Where children are invited to participate in surveys, Lightspeed will not request any personal information about the child other than that provided by the parent/guardian or by the child's survey responses. A parent/guardian may review, request the deletion of or prohibit the future collection of their child's personal information at any time.

The research topics and questions are closely monitored to make sure they are appropriate for children.

### Data security

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Personal data is collected from panellists during registration (including name, address, telephone number). This is stored on separate servers to the information participants give during the regular survey process. No information is passed between the two which would allow a person to be personally identified.

The company has physical, electronic, and managerial data protection procedures, including an industry-standard firewall security system. Only members of the relevant Lightspeed project team can access information on the database system.

Participants are made aware that no transmission via the internet can be guaranteed to be 100% secure and that they should take this into account before deciding whether to participate.

### Public affairs

A number of WPP's companies undertake public policy work on behalf of clients. This is done through direct lobbying of public officials or through influencing public opinion.

Our companies use media relations and facilitate coalitions of individuals and organisations with shared views. This activity is primarily, but not exclusively, in the US. Some similar work is done in Canada, the UK and in the EU and occasionally elsewhere. Among the WPP companies engaged in public affairs work are:

- Burson-Marsteller, and its subsidiaries
  - BKSH
  - Direct Impact
  - Penn, Schoen & Berland
- Hill & Knowlton, and its affiliate Wexler/Walker Public Affairs
- Ogilvy Government Relations, an arm of Ogilvy Public Relations Worldwide
- Timmons & Company
- Quinn Gillespie & Associates
- Dewey Square Group
- Public Strategies

WPP companies 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 maximum transparency on client representation. In the US, this means lobby firms are required by law to register the names of clients on whose behalf they contact legislators or executive branch personal. When our companies represent a coalition they do not mask the underlying client.

It is WPP's practice that those of its US companies whose sole or primary business is lobbying have representatives of both major political parties among senior management.

# Employment



WPP employs 100,000 people (including associates) at 2,000 offices in 106 countries.

Our clients choose WPP companies because of the insights and creativity our employees bring to their work. This makes it vital for us to attract and retain the most talented people. We offer competitive salaries and benefits to help us do this and invest in training to help our employees develop their knowledge and skills.

WPP's Chief Talent Officer, Mark Linaugh, has overall responsibility for attracting, developing and retaining our talent. Human resources policies are set and implemented at operating company level. Since we do not have a single set of employment measures and practices to report on, we have selected a few in-depth case histories to illustrate our approach and show how our companies are managing these issues in practice.

## Diversity and inclusion

We want our workforce to reflect the diversity of the population. Diversity contributes to creativity and innovation and allows us to create marketing that appeals to the widest possible audience.

We introduced a non-discrimination policy in 1992. This commits all WPP companies to select, develop and promote people based on merit and regardless of race, religion, national origin, colour, sex, sexual orientation, gender identity or expression, age or disability.

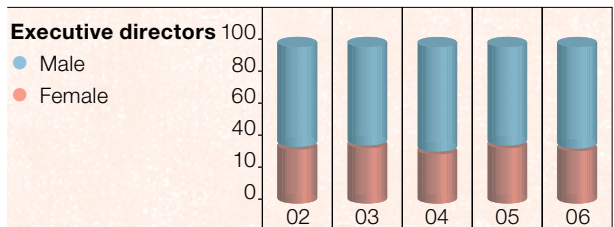
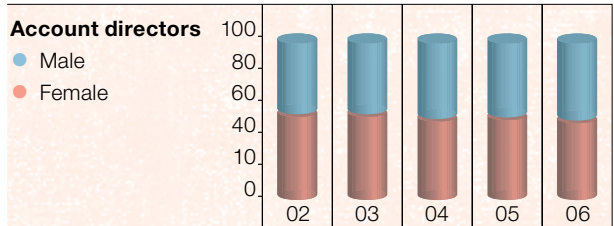
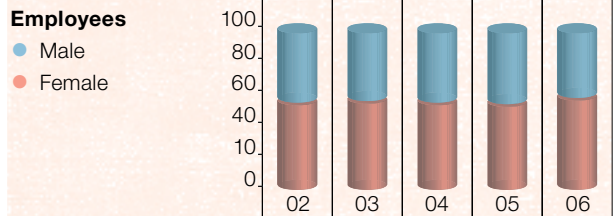
All WPP offices should be safe places to work where employees are treated fairly. Our Code of Business Conduct contains policies on harassment and non-discrimination. Employees can report any concerns or suspected violations of our policies confidentially and anonymously through our *Right to Speak* helpline.

The CEOs of our companies are ultimately responsible for diversity. We review our companies' diversity programs as part of our annual talent review process.

## Diversity performance

In 2006, women accounted for 34% of executive directors, 50% of account directors and 58% of total employees. There are three women on WPP's board.

### Gender diversity 2002-2006 %



### Promoting diversity in the US

Our major companies in the US have programs to increase the diversity of their workforce.

For example:

- **Partnerships:** WPP companies work with diversity organisations and participate in initiatives to encourage diversity in the advertising industry. These include: the American Association of Advertising Agencies' (AAAA) Operation Success; the Leadership, Education and Development Program in Business; the National Black Public Relations Society; and the LaGrant Foundation.

- **Internships:** Several WPP companies participate in the AAAA's Multicultural Advertising Internship Program (MAIP) and other initiatives that allow minority students to gain experience in the marketing industry.

- **Targeted recruitment:** many of our companies use specialist recruitment agencies and publications and attend minority recruitment fairs.

- **Raising employee awareness:** our companies provide training and information to ensure that employees understand the importance of diversity.

### Improving diversity and inclusion at Burson-Marsteller US: a case history

Diversity is an essential asset in the communications industry. A company with a diverse employee base is better positioned to create communications that resonate with a wide range of audiences.

Burson-Marsteller US has always aimed to be an employer of choice for talented individuals from all backgrounds. The company is now increasing its efforts to promote an inclusive culture for the benefit of the company as a whole and to help it expand its work in the area of multicultural communications. In 2006, the firm commissioned The FutureWork Institute to help them create a culture of inclusion for its workforce.

The FutureWork Institute facilitated focus groups and conducted an online diversity survey covering about 40% of B-M's workforce, and representing different demographic groups: African-Americans, Hispanics, Asian-Americans, women and white men. Survey participants were asked to respond to a series of questions on diversity and inclusion and focus group participants were asked to identify those factors they perceived to be helping and hindering B-M's efforts to attract, develop and retain a diverse workforce.

Feedback from the survey and focus groups showed that employees enjoyed working for B-M because of the interesting and challenging work and the collaborative atmosphere. They were positive about the training opportunities available and felt that managers allowed a good deal of autonomy and flexibility which helps them balance their work and personal life.

Employees felt that B-M should aggressively increase its efforts to recruit diverse candidates, to encourage diversity at all levels and to communicate these efforts throughout the organisation. Career development discussions and mentoring were cited as areas for improvement.

A number of groups wanted to see greater cultural awareness among senior people that would generate greater respect for differences.

The findings of the survey and focus groups were presented to global and US senior leadership teams. An action plan has been developed focused on three key areas: raising awareness and levels of respect; sourcing talent; and career development and mentoring. The company has designated senior employees with responsibility for implementing the plan. They will develop metrics to measure progress.

This initiative was co-sponsored by WPP and Young & Rubicam Brands, and lessons will be shared across the WPP Group.

## Diversity at Ogilvy & Mather New York

Ogilvy & Mather New York is one of 16 New York advertising agencies that have set goals with the New York City Commission on Human Rights to improve the diversity of its workforce.

To implement a strategy for achieving these goals and to make Ogilvy an “employer of choice” for talent from all backgrounds, Ogilvy has hired a chief diversity officer. The agency has also appointed a diversity specialist to focus on targeted recruitment, retention initiatives and creating a pipeline of talent for the agency.

Ogilvy’s Diversity and Inclusion Statement (see right), can also be found on Ogilvy’s website, [www.ogilvy.com](http://www.ogilvy.com):

## Diversity and Inclusion Statement

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- Our commitment to diversity starts with our most valued asset – our employees. Ogilvy’s employees are encouraged to bring their ideas, experiences and perspectives, gleaned from their varied backgrounds, to the workplace. We strive to create an environment in which all employees can contribute to their fullest potential without regard to their race, gender, religion, ethnic or cultural background, generation, disability or sexual orientation.
- Diversity is the lifeblood of effective marketing communications and Ogilvy has seen the benefits that a diverse workforce can generate. Depth of consumer understanding is critical to effective advertising. It is our belief that our diverse workforce makes for richer consumer insights and understanding.

## Diversity initiatives

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Ogilvy has established an external Diversity Advisory Board (DAB) to partner with the agency, share best practices and make recommendations for improvement. The Board has seven members, including representatives from professional organisations, education and business. The DAB is chaired by the co-CEO of Ogilvy North America.

In addition, Ogilvy has launched an Employee Advisory Council (EAC) that is made up of 20 employee representatives from across the agency. The EAC represents the varied employee perspectives within the agency and advises the Ogilvy Operating Board and Human Resources department.

Over the past two years, approximately 1,500 employees from Ogilvy North America have attended mandatory diversity training.

A Supplier Diversity Program has been implemented to increase opportunities for certified women- and minority-owned businesses to work with Ogilvy.



### Ogilvy's goal

Ogilvy's goal is to create a strong culture of diversity and inclusion rather than just narrowly focusing on the recruitment of minorities:

**It is critical to look at the big picture. Diversity and inclusion is about creating an environment in which all employees can contribute to their fullest potential regardless of their race, colour, gender, sexual orientation, religion, age, etc.**



### Diversity pilot study

At the parent company level, we want to improve our understanding of diversity in WPP companies. We have started a pilot project to collect data on gender, ethnicity, age and disability, and to assess employee views on our diversity practices. The project will give us a clearer picture of the current diversity of WPP's workforce and help us identify areas where we need to improve.

As a first step in 2006, employees at Grey London completed an anonymous online survey. The survey was sent to all employees and over 48% took part. On diversity, the survey showed that 65% of participants were women. 11% declared themselves to be from an ethnic minority and a further 4% preferred not to state their diversity status. Around half of all employees were in the 25–34 age group. 3% declared themselves to have a disability. Participants were also asked to give their views on issues such as diversity, training and wellbeing at the agency.

During 2007 we will extend the survey to all WPP companies in the UK and eventually to our other major markets. We plan to report the findings on diversity and employee opinions in our next report.

### Helping clients with diversity

A number of WPP companies help their clients to implement diversity strategies to reach a multicultural audience. For example, WINGLATINO is a specialist Hispanic marketing agency based in New York. It helps companies connect their brands with Hispanic consumers – and keeps track of changes in the Hispanic community such as levels of acculturation, values and language use. WINGLATINO also sponsors talented Hispanic students in its *Future WINGS* internship program.

CultureCom is the ethnic media unit at MediaCom UK, one of WPP's media companies. It helps clients produce targeted marketing and implement strategies to reach diverse audiences.

## Employment infringements

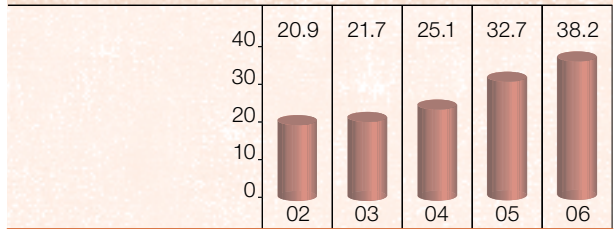
We strive to treat our people fairly and give them the support they need. On rare occasions things don't go as planned.

We track the number of employment cases involving WPP companies. In 2006 there were 182 cases involving WPP companies that were concluded. Of the cases we identified in 2006, 13 were withdrawn, 49 judged against WPP, 92 agreed between parties and 28 judged in favour of WPP. We examine each case carefully to ensure that we have the right policies and procedures in place to prevent a recurrence.

The number of employment cases we have identified this year has increased due to improvements in our data collection systems.

## Development and training

### Staff training and welfare 2002-2006 £m



We invest in the development of our people so that they can acquire new skills and progress their careers. Our approach includes performance assessment, succession planning and training. Our goal is for our people at all levels to receive regular performance appraisals.

In 2006, we invested £38.2 million (2005: £32.7 million) in training and wellbeing. For example, we run courses on creative, client and personal leadership skills.

Our companies also run a range of training courses covering all aspects of agency business and creative skills. For example, many agencies in the UK are accredited as Investors in People including Coley Porter Bell, EWA Bespoke Communications, Headcount and Ogilvy Healthworld. This is a UK standard of good practice for training and development.

### Training at MindShare North America: a case history

Training helps people develop their careers, but only if it is matched closely to an employee's roles, skills and potential. With so many courses available it can be difficult for employees to find the training that suits them best.

MindShare has developed a system to ensure employees get the training they need at every stage of their career. Employees are grouped into categories by job function and seniority, and training courses are grouped to match these categories. This makes it easy for employees to choose the right course for their level and to see the training they can expect to receive as they advance in their career.

For example, junior employees can join a mentor program where they receive support and advice from more senior MindShare colleagues during their first year. Courses for more senior people include: Client Service Excellence, Tomorrow's Manager and Leadership sessions. The most senior MindShare people (eg department heads and managing directors) are offered courses such as *Maestro*, a five-day course that helps them manage large client relationships effectively, and bring the full benefit of their company's and WPP's talent to meet their clients' challenges. *Maestro* focuses on complex problem-solving, leadership, relationship skills and accountability.

MindShare also runs core training courses for all employees. These include IT courses, writing and presentation skills, respect at work, first aid and emergency preparedness training with the American Red Cross. The company offers one-hour lunch 'n' learn sessions to keep employees updated on business issues and trends and competitors in the marketing industry. These are led by regional or worldwide CEOs and business leaders.

In 2006, over 80% of employees in North America participated in at least one training program. MindShare is now aiming for all employees to receive training.

Employees are asked to fill out an evaluation form after every course. The feedback received showed that employees appreciate the 'one stop' system for selecting courses and the fact that a request for training will never be turned down.

After taking the 'Performance Appraisal Workshop' I am now more confident and aware when sitting down with an employee to go over an evaluation, not to mention better able to discuss their performance effectively and in-depth!



The 'Working Together: Cooperation and Conflict' course provided great insight on being able to identify teamwork and non-teamwork behaviours, something that I was able to apply to my group on an everyday basis.



## Sharing skills across the Group: a case history

WPP companies are involved in all communications disciplines, from PR to digital marketing. Three years ago, WPP launched an innovative training program in Italy designed to share the different skills and knowledge of individual companies. The course, known as 'Academy', was developed in partnership with the Bocconi University School of Management in Milan. *Academy* is open to anyone working at a WPP company in Italy.

The course starts with 10 one-day seminars run by senior employees. Participants learn about the different communications disciplines practised within WPP and learn how these can be used to help them meet client needs.

After completing the seminars, the trainees receive a real brief from a client. They are divided into multidisciplinary groups and have three months (with the help of a tutor) to respond to the brief using a complete communications approach. The client then judges the work and gives their comments. All the trainees receive a diploma.

Over the last three years, 99 employees have completed the *Academy*. Trainees have commented on how the program has helped develop their skills, their knowledge of the Group's operating companies and their relations with colleagues. The course has also helped strengthen relationships with clients.

## Remuneration and share ownership

Competitive, performance-related compensation packages help us attract and retain the most talented and effective people. We aim to match basic salaries with the sector average, and regularly benchmark compensation against others in our sector.

Performance-related pay and bonuses are provided on top of basic salaries to reward exceptional performance. More senior employees are eligible for incentives based on their performance against annual or multi-year goals for the operations they lead.

WPP's Worldwide Ownership Plan, introduced in 1997, has granted share options to 64,095 of our people.

## Communication

We aim to keep our people informed about the Group. We do this through:

- WPP's public website ([www.wpp.com](http://www.wpp.com)), Group intranet site and professional Knowledge Communities.
- Our *Navigator* Group handbook, the *Atticus Journal*, *The WIRE* (WPP's award-winning global newspaper) and regular *FactFiles* which are distributed to all companies worldwide.
- A monthly online news bulletin – *e.wire*.
- Regular communication on Group initiatives such as the Worldwide Partnership Program, *BrandZ*, the Atticus Awards, the WPP Marketing Fellowship Program and professional development workshops.
- Periodic reports from Sir Martin Sorrell on topics of importance to all people participating in short- and long-term incentive plans.
- Formal and informal meetings at operating company level.

### Employee surveys

Our companies seek feedback through employee surveys. This helps both the companies and WPP the parent company to understand the views of our people and identify areas for improvement.

### Grey Australia employee survey: a case history

Grey Australia's 2006 survey was completed by 60% of its employees. Here are some examples of how feedback from the survey has helped Grey Australia to improve its employment practices:

- **Job descriptions** – 70% of employees felt they had the opportunity to expand the scope of their job, but only 58% felt that their job description changed as they took on more responsibilities. 48% thought job descriptions were inconsistent. Grey has created a new template for job descriptions and guidelines for filling it out. All employees have been asked to complete job descriptions using the new format.

- **Performance appraisal** – 53% of employees felt they had no personal key performance indicators (KPIs) or goals. Grey has made this a priority and is developing KPIs in conjunction with changes to job descriptions. These will be in place before the next review period and Grey will hold workshops to help managers understand how to apply the new performance measures.

- **Induction** – 73% of employees said that the induction program could be improved. Grey is producing a new induction pack which includes information about Grey (eg its vision, structure, different businesses, etc), and more localised information (eg department structure, HR facts and information about the local area). New recruits will be assigned a 'buddy' to help them settle in.

- **Communication** – respondents said Grey communicated with them well but they wanted more information about business performance. Quarterly meetings have now been set up to give feedback to employees about the business.

## Health and wellbeing

We aim to identify and reduce health risks, provide a safe workplace and promote employee wellbeing. This contributes to productivity and reduces absence from work. We focus on issues relevant to our office environments, such as stress management and good practice in workstation design and use.

The best way to improve employee wellbeing is to create an environment where people feel able to discuss any issues, including stress, with their manager or human resources department. Our companies also assess the risk of work-related stress through regular staff surveys and by monitoring issues raised via our *Right to Speak* helplines, Employee Assistance Programs and during exit interviews.

Initiatives to combat workplace stress vary between companies and include:

- Employee Assistance Programs – a source of confidential advice, support and counselling.
- Flexible benefit programs, including subsidised childcare.
- Flexible work arrangements enabling people to work part-time or from home.
- Medical checks and health screening.
- Training on stress and time management.

## Accreditations and awards

Many of our companies have received external accreditation for their human resources programs. These are a few examples:

- Grey Healthcare, Australia – Advertising Federation of Australia Training Accreditation.
- Hill & Knowlton UK – Investors in People (since 1999).
- Wunderman, Chicago – Professional Human Resources certification from the Society for Human Resource Management.
- Y&R, UK – Investors in People.

These are a few of the human resources awards won by WPP companies during 2006:

- Grass Roots, UK – named as one of the 100 Best Companies to Work For by *The Sunday Times* newspaper.
- MindShare, UK – Institute of Practitioners in Advertising Training Award.
- Ogilvy, Ukraine – Voted No. 1 advertising agency to work for by *Korrespondent* magazine.
- Ogilvy, Beijing – Office of the Year, Media's 2006 Asian Agency of the Year Awards.
- Wunderman Chicago – 101 Best and Brightest Companies to Work for in Chicago, Midwest National Association of Business Resources.

# Environment



Our CR policy commits us to minimise our impact on the environment. Climate change is the most important environmental issue for our company and in June 2007 we announced that WPP is becoming carbon neutral.

Our response to climate change is important to our clients. Many of the companies we work for are leaders on this issue. They frequently request evidence of our approach to the environment and CR during pitches.

WPP companies are increasingly advising clients on their response to climate change in research, product development and marketing. To do this well, we need to show leadership by reducing our own climate impact.

## Energy and climate change

Our main climate impact arises from consumption of electricity (and gas) in our 2,000 offices. Employee air travel also has a significant impact.

The Group's total carbon footprint has been calculated by extrapolating office energy and business flight data reported by our major companies. This extrapolation covers all WPP companies, excluding associates (companies in which we have a minority shareholding). It represents the footprint of the average number of staff employed by the Group – 77,686 people in 2006.

This suggests that our total carbon footprint in 2006 was around 260,000 tonnes of CO<sub>2</sub>.

### WPP's carbon footprint 2006

	CO <sub>2</sub> emissions (tonnes)
Office energy use	144,354
Air travel	81,733
Other	33,913
<b>Total</b>	<b>260,000</b>

Our figures have been reviewed by the Edinburgh Centre of Carbon Management (ECCM) and include our most significant Greenhouse Gas Emissions (GHGs) as identified by the WBCSD Protocol ([www.ghgprotocol.org](http://www.ghgprotocol.org)).

We have committed to going carbon neutral and have set a target to reduce our CO<sub>2</sub> emissions by 20% by 2010.

During the year we negotiated a contract for the parent company office and 13 of our companies in the UK to be supplied with green electricity (from bio mass, wind and hydroelectric).

We report our greenhouse gas emissions to the Carbon Disclosure Project, a collaboration of institutional investors on the business implications of climate change. You can read our response at [www.cdproject.net](http://www.cdproject.net).

## WPP's carbon neutral strategy

Climate change is an enormous challenge and WPP intends to be part of the solution. In June 2007 we announced that WPP is becoming a carbon neutral company.

### Our approach

We are reducing our CO<sub>2</sub> emissions as much as possible and offsetting the rest (paying someone else to reduce their carbon emissions by an amount equal to our own footprint).

Carbon offset only has credibility in conjunction with strenuous efforts to cut CO<sub>2</sub> emissions. Therefore, we aim to reduce our carbon footprint by 20% by 2010 (using 2006 as the baseline). We will do this by:

- Buying electricity from renewable sources.
- Improving energy efficiency in our buildings.
- Purchasing energy-efficient IT equipment.
- Encouraging low-carbon behaviour from our people.
- Reducing business air travel.

Reducing our energy consumption is not just good for the environment, it will save us money as energy costs continue to rise.

### How we will reduce our CO<sub>2</sub> emissions

#### Office energy efficiency

Energy consumption from our offices contributes most to our carbon footprint. When we move offices we will select buildings designed to use less energy. We are also auditing our larger offices where we have a long lease to identify opportunities to save energy, for example, by installing energy-efficient lighting, heating and cooling systems.



### Sustainable IT

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WPP's personal and network IT equipment accounts for a large proportion of our energy use. We have already introduced measures to improve the energy efficiency of our IT equipment and some of these are outlined below.

- Energy consumption is now one of the key requirements when selecting IT vendors and products.
- We have introduced new power consumption standards for desktops, laptops and servers. This will reduce the emissions from new equipment by a third.
- We have updated our policy to require power management features to be enabled on all computers. When a computer is idle its screen must revert to power down mode, not use a screen saver.

We have developed a plan to cut by up to 30% the energy used by our computers across the Group. The next step is to further reduce energy used by IT and to use technology to reduce our overall impact on the environment. We plan to:

- Invest in IT systems that allow for more extensive remote working.
- Employ technologies that allow us to reduce the number of servers used.
- Install remote power management systems that allow us to centrally shut down idle computers and enable power management features.
- Implement an environmentally-sensitive IT disposal program.

### Travel

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Employee business air travel has a significant climate impact. We need to make it easier for our people to meet with clients and colleagues without having to fly.

We will increase the availability of video-conferencing facilities at our major offices and find ways to encourage their use. We are also studying how we can make it easier to work from home to help reduce the impacts of our people travelling to the office.

### Education

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All our people can help save energy through simple steps like making sure computers and screens are switched off over night. We need to raise internal awareness of WPP's policy and encourage our employees to adopt low-carbon behaviour.

We will hold a series of roadshows aimed at senior employees in the UK, US and Asia to outline WPP's commitment to carbon neutrality. We will use our internal global newspaper (*The WIRE*) and intranet to tell employees about our commitment and show how they can reduce their emissions.

We will also set up an environmental award to encourage low-carbon behaviour.

### Buying renewable energy

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We plan to buy renewable energy where we can. As reported earlier in this section, in 2006 we negotiated a contract for the parent company office and 13 of our companies in the UK to be supplied with green electricity (from bio mass, wind and hydroelectric).

## Carbon offsets

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The carbon offsets that we buy will support renewable-energy projects (wind, solar and hydro). These will save one tonne of CO<sub>2</sub> elsewhere in the world for every tonne that WPP creates.

For example, our carbon offsets are supporting a wind project in the Inner Mongolia Autonomous Region of China. Thirty-six new wind turbines are being installed which will generate electricity for the local grid, helping to reduce China's reliance on coal-fired power stations. In China, 80% of electricity comes from coal, with a new power station constructed every week. The windfarm will also create local employment opportunities during the assembly and installation of the turbines.

It is important that we purchase the highest-quality carbon offset from trusted and robust sources. We are working with the Carbon Neutral Company to invest in offset projects. The offset projects that we are supporting are independently verified and monitored against recognised standards such as the Carbon Neutral protocol and the Voluntary Carbon Standard.

## Energy reduction targets

- To maintain our carbon neutral status through increased energy efficiency, purchasing renewable energy, and purchasing carbon offset.
- To reduce emissions by 20% from 260,000 tonnes in 2006 to 208,000 tonnes in 2010.

## Paper use

We want our companies to purchase paper with recycled content.

In most of our larger markets, WPP Commercial & Procurement Services identifies preferred paper suppliers which our agencies are encouraged to use. Many of our preferred suppliers across our major markets now provide paper and paper products with recycled content. In the UK around 10% of the paper WPP companies purchased from our preferred paper suppliers contained recycled content. In the US the figure is around 8%.

## Recycling

Our data suggest that more than half of WPP offices recycle waster paper. Other materials recycled include toner printer cartridges (over a third of offices), old computer equipment (around a quarter) and plastic (almost a fifth).

In 2006 we identified preferred office recycling partners in the UK to make it easier for our companies to set up recycling programs. More than 10 of our UK offices are now working with our preferred recycling partner to implement full recycling programs. The main materials recycled are paper, toner and printer cartridges, cans and bottles.

Some of our UK companies participate in Vodafone's Fonebak Freepost recycling scheme for mobile phones. WPP Commercial & Procurement Services is now working with Fonebak to introduce the scheme formally around the Group and we aim to capture data for mobile phone returns in 2007.

We have launched a program to ensure that all obsolete IT equipment from WPP companies worldwide is disposed of in an environmentally-sensitive way.

### Environmental pro bono work

Our CR policy encourages WPP companies to undertake pro bono work for not-for-profit organisations involved in tackling environmental issues. You can see some examples of this work on pages 79 and 80.

### Greening our offices

Refurbishment and office moves bring opportunities for environmental improvements as the case history on this page demonstrates. The WPP Space Program, our award-winning online resource for those involved in real estate management across the Group, includes relevant information on WPP's environmental and CR policies.

### Research International, More London building: a case history

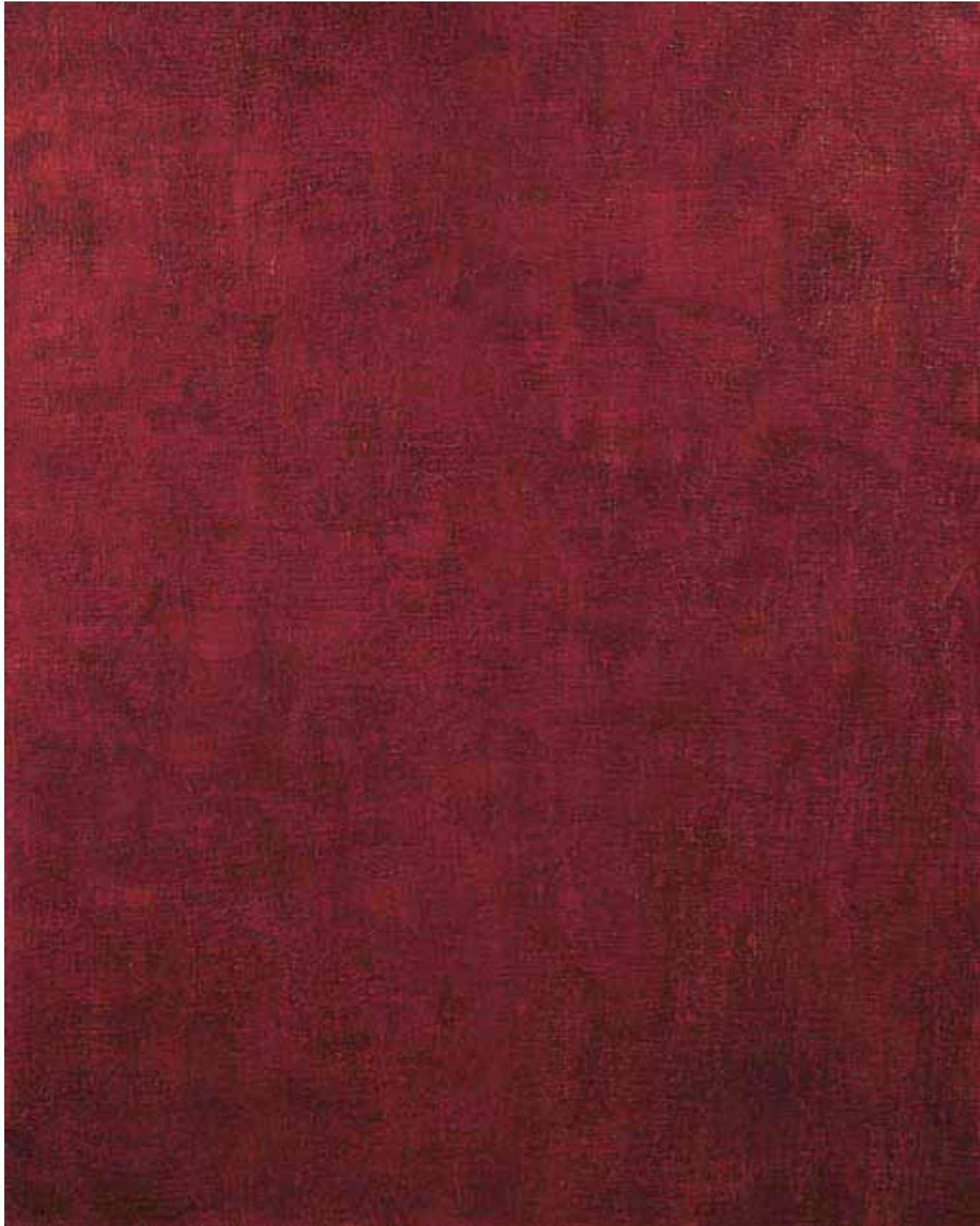
When Research International relocated in 2006, it wanted an office that makes it easy to be green. It asked WPP office design specialists, BDGworkfutures, to design an interior that makes environmental choices second nature.

BDG designed the interior of the office, based in Norman Foster's More London development, to be as energy efficient as possible. The office is open-plan, with desks close to the windows to make use of natural light. Meeting rooms have lighting that switches off when the rooms are not in use.

BDG reused as much of the furniture (like dividing screens) from the old RI office as possible; the rest was recycled. Wallpaper was used instead of paint to reduce chemicals, and floor coverings were sourced from a supplier who offset the emissions involved in making them. In fact, all BDG suppliers must have a policy indicating that they take sustainability into account in their sourcing and production processes.

Recycling bins have been positioned prominently throughout the office, with separate containers for paper, glass, plastics, toner cartridges, CDs, batteries, fluorescent bulbs and lamps. There are only a small number of printers and they are located centrally, which discourages unnecessary printing. Kettles have been replaced with hot water points which are more energy efficient.

These details are simple and straightforward to implement and, as a package, they make a significant difference. They also help to create a company culture where 'being green' is natural and easy – exactly what RI's young and environmentally-conscious people want to see.



# Our supply chain

**W**PP spends more than \$4 billion with suppliers each year. Around half of this is spent on goods and services for use in client work, such as film and print production, post production and market research services. Our individual operating companies usually make the purchasing decisions and negotiate the contracts for these products and services.

WPP procurement negotiates major global, regional or local procurement contracts with preferred suppliers. These account for \$1.5 billion of our expenditure with suppliers and cover high-spend categories such as IT, travel, telecommunications, professional services (eg consultancy and recruitment) and facilities management.

WPP procurement teams are based in the UK, the US, EMEA (France, Germany, Italy and Spain), Asia Pacific (Australia, China, Hong Kong, India, Japan, Malaysia and Singapore) and Latin America (Brazil and Mexico).

## Our approach to supply chain CR management

We have a corporate responsibility supply chain vision:

**Across all of our spend, we want to do business with suppliers that meet high standards on the environment and employment practices. We are committed to managing CR risks in our supply chain, both for ourselves and our clients.**



WPP's Global Procurement Policy contains ethical and environmental criteria which our Group procurement teams use in supplier selection and management.

### Selecting preferred suppliers

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Before a company can become a preferred supplier, it is typically evaluated against a set of business requirements, which includes CR as well as assurance of supply, quality, service, cost and innovation. There is no standard weighting for each criteria and it may vary from project to project. We ask potential suppliers to complete a simple five-point questionnaire to raise awareness about CR issues and to make our requirements clear (see box on opposite page).

In 2006, all existing and new preferred suppliers in our two largest markets, the US and the UK, completed our CR questionnaire.

In addition, our procurement teams in France and Spain have started including the questionnaire in all new requests for proposals (RFPs) and our intention is to extend this regionally during 2007. Responses show that our suppliers fall into one of two categories: those with highly developed CR programs and full CR performance reports (mainly multinationals) and those with rudimentary or no information on policy and performance (mainly smaller companies).

In the US we will also incorporate a section on CR to our standard Group supply contract terms and conditions.

### Assessing WPP suppliers: UK pilot project

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We are continuing our pilot project to assess and improve ethical and environmental credentials with selected suppliers in the UK.

In 2006 we held a pilot workshop for eight suppliers that provide products and services for client work (eg print or TV post production), to explain our approach to CR and our expectations of suppliers. We have followed up with each supplier individually to agree a plan for improving CR management. We are encouraged by progress to date and suppliers will report back to us by the end of 2007.

Our Group procurement team is working closely with 12 of our largest UK companies to establish a single approach to management and use of print suppliers via a WPP Print Procurement Group (PPG). During 2007, we plan to hold a second supplier CR workshop with a group of our print suppliers, which will build on the approach and learnings from the 2006/2007 pilot. We intend to make supplier CR improvement a key theme of the PPG initiative.

We will continue to encourage the exploration of similar pilot projects across the WPP procurement network.

## Performance monitoring and awareness

CR is routinely included in our quarterly procurement dashboard reporting process. Every quarter our regional procurement teams report their progress to the head of Procurement & Commercial Services, and an update is provided to the WPP Board of Directors.

WPP's procurement leadership team (our global and regional heads of procurement) regularly reviews progress of our CR supply chain initiatives. CR is included in our procurement strategy plan and in the personal objectives for each regional head of procurement and the purchasing managers in each of our major markets. The objectives are aligned with our two main themes of supplier selection and managing supply chain risk. We are also including objectives on green electricity purchasing in line with our carbon neutral strategy, see page 54.

We raise awareness of CR through our regular cross-Group sourcing team activities and we discuss CR progress during our Procurement Steering Team meetings. A special CR edition of *Buy-in*, our procurement newsletter, was published for the UK market in the second quarter of 2007.

## The questions we ask suppliers

### Policy

- Does your company have a CR policy?

### Responsibility

- Is a senior executive (or executives) responsible for CR performance?
- Does your company have a CR manager or equivalent?

### Key issues

- Please identify the environmental issues most relevant to your company.
- Please identify the social issues most relevant to your company (social issues include employment, health and safety and community).

### Reporting

- Does your company publish a CR report?

### Supply chain

- Does your company have a process for implementing CR standards in its supply chain?

## Supplier diversity

Some of our companies in the US have created supplier diversity programs. For example Ogilvy & Mather operates a supplier diversity program to increase opportunities for certified women and minority owned businesses to work with the company.





# CR management

**W**PP has a Corporate Responsibility Committee that advises on policy, monitors significant corporate responsibility risks and opportunities, determines CR strategy and co-ordinates communication among Group companies.

It is chaired by WPP Group Finance Director, Paul Richardson, who provides a yearly assessment of CR risks and performance to the WPP Board and Audit Committee.

### Corporate Responsibility Committee

Our Corporate Responsibility Committee was established in 2003 and is made up of senior representatives from WPP's major business categories. Its current members are:

- Dave Allen, CEO, Team Vodafone (at JWT)
- Nancy Ashbrooke, VP Global Human Resources, MindShare
- Jed Beitler, Chairman & CEO Worldwide, Sudler & Hennessey
- Craig Branigan, Chairman & CEO, B to D Group
- Elaine Cruikshanks, Chair, Worldwide Public Affairs Practice, Hill & Knowlton
- Owen Dougherty, Chief Communications Officer, Grey Group
- Chris Graves, President Asia Pacific, Ogilvy & Mather
- Julie Halpin, CEO, The Geppetto Group
- Mandy Pooler, Development Director, Kantar
- Dominic Proctor, Worldwide CEO, MindShare
- Vanessa Edwards, Head of Corporate Responsibility, WPP
- Mark Linaugh, Chief Talent Officer, WPP
- Paul Richardson, Group Finance Director, WPP (Chair)
- Paul Stanley, Director of Internal Audit, WPP

The Committee met once in 2006. We have formed working groups of CR Committee members to help us achieve our carbon neutrality goal and to strengthen collection and reporting of employee diversity data.

Each WPP company has nominated a CR representative responsible for compiling and reporting data to the parent company and coordinating CR activity.

Corporate responsibility information is collected via an internal survey completed by our major companies. This survey is conducted

annually and signed off by the CEO for each company. The results are collated and validated by our audit function.

WPP's internal audit function also includes CR risks in its reviews of Group companies. This assessment focuses on CR risks relating to employment, marketing ethics and business ethics.

### Tracking performance

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We have established key performance indicators and have two ongoing corporate responsibility goals:

- Contribution to society – To undertake pro bono work and make donations to charity to a value of 0.4% of revenue.
- Marketing ethics – To comply with all laws and industry codes governing marketing material and to track our performance globally to establish how we are doing. See page 35 for more details.

In 2006, we established two new goals to reduce our impact on climate change:

- To maintain our carbon neutral status through increased energy efficiency, purchasing renewable energy and purchasing carbon offset.
- Reduce our absolute CO<sub>2</sub> emissions by 20% (from 2006 levels) by the end of 2010.



Each of our goals requires coordinated effort across five continents as WPP's management structure devolves a great deal of management responsibility and discretion to our operating companies.

## Stakeholder engagement

We engage with a range of stakeholders on CR issues. These include:

- **Clients** – WPP agencies are regularly asked about their approach to social and environmental issues during pitches.
- **Employees** – We engage with our people through regular surveys (conducted at operating company level). We distribute our Corporate Responsibility Report to 2,000 senior managers and send 15,000 copies to WPP CR representatives, communications departments, key account executives and new business directors. It is also available on our Group intranet and public website. Articles on CR are included in *The WIRE* (WPP's global newspaper) and our magazine for procurement professionals (*Buy-in*). We have upgraded our intranet and CR section of our website to place a greater emphasis on communicating CR issues to our people.
- **Investors** – We respond to requests for information from investors and complete surveys from ratings agencies. WPP has been listed in the Dow Jones Sustainability World Index, the Dow Jones STOXX Sustainability Index and the FTSE4Good Sustainability Index since their inception.
- **Industry organisations** – WPP is a founder member of the UK's Media Sector CSR Forum, a group of leading media companies committed to furthering corporate responsibility in the sector. In 2006, the Forum agreed a donation of £10,000 to Plan UK to establish a pilot children's press agency in India to promote children's rights.
- **Government** – WPP companies are regular participants in the Westminster Media Forum, an influential organisation in the UK that fosters policy debate between politicians, senior officials and leaders of the media industry.

## SRI ratings and surveys

Carbon Disclosure Project	We report our greenhouse gas emissions on the Carbon Disclosure Project website.
 Dow Jones Sustainability Indexes Member 2006/07	WPP is included in the Dow Jones Sustainability World Index and the Dow Jones STOXX Sustainability Index. WPP was given a score of 54% by Sam Research compared to the average score of 35% for our sector.
E.Capital Partners (ECP), Italy	WPP is a constituent in the ECPI Ethical Index Global.
 FTSE4Good	WPP has been a constituent in the FTSE4Good Index since its inception.
Goldman Sachs	WPP was included in Goldman Sachs' European Media sector ESG Framework.
Governance Metrics International (GMI)	GMI, the governance research and ratings agency, gave WPP a global corporate governance rating of 8.5 out of 10. The average rating for companies in the UK is 6.3.

### Lobbying and political donations

Consistent with applicable law, individuals working at WPP make personal voluntary political contributions directly to candidates for office, and three of our businesses – Wexler & Walker, Hill & Knowlton and Burson-Marsteller – also maintain political action committees (PACs) which accept voluntary donations from employees to support political candidates.

WPP does not make political contributions from corporate resources with the very occasional exception of very small, lawful contributions to local candidates in the US.

WPP has on rare occasions sought to influence public policy on its own behalf, operating through its own companies.

### Public policy work for clients

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Several WPP companies have public affairs practices which lobby governments on behalf of clients, see page 42.

### Corporate governance

The Board of Directors as a whole is collectively accountable to the Company's share owners for good corporate governance and is committed to achieving compliance with the principles of corporate governance set out in the Combined Code.

Our goal is to comply with relevant laws, regulations, and guidelines such as the Combined Code, the US Sarbanes-Oxley Act of 2002, the NASDAQ rules, and their related regulations and, as far as is practicable, policies such as the Hermes Principles and those issued by the Association of British Insurers (ABI), the National Association of Pension Funds (NAPF), the Pensions Investment Research Consultants (PIRC).

WPP operates a system of internal control, which is maintained and reviewed in accordance with the Combined Code and the guidance in the Turnbull Report as well as the relevant provisions of the Securities Exchange Act of 1934 as they currently apply to the Company. In the opinion of the Board, the Company has complied throughout the year with the Turnbull Report and has also complied with the relevant provisions of the Securities Exchange Act of 1934.

### Business ethics

WPP's Code of Business Conduct and CR Policy set out the standards we expect employees to meet in their work. They provide guidance for our people in dealing with a wide range of ethical, social and environmental subjects. Both documents are included in this Report and are publicly available on our website, [www.wpp.com](http://www.wpp.com).

The CEO of each WPP company is required to sign a statement each year confirming that they comply with the Code of Conduct. Employees can report any concerns or suspected cases of misconduct in confidence through our *Right to Speak* facility, run by our internal audit department. A *Right to Speak* phone number is available to all employees worldwide and is publicised through induction packs, the Group intranet and the WPP Policy Book which is available on our Group intranet.

### Code of Conduct

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

- We, the directors and employees of all companies in the WPP Group ('the Group'), recognise our obligations to all who have a stake in our success including share owners, clients, employees, and suppliers.
- Information about our business shall be communicated clearly, and accurately in a non-discriminatory manner and in accordance with local regulations.
- We select and promote employees on the basis of their qualifications and merit, without discrimination or concern for race, religion, national origin, colour, sex, sexual orientation, gender identity or expression, age or disability.
- We believe that a workplace should be safe and civilised; we will not tolerate sexual harassment, discrimination or offensive behaviour of any kind, which includes the persistent demeaning of individuals through words or actions, the display or distribution of offensive material, or the use or possession of weapons on WPP or client premises.
- We will not use, possess or distribute illegal drugs. We will not report for work under the influence of drugs or alcohol.
- We will treat all information relating to the Group's business, or to its clients, as confidential. In particular, 'insider trading' is expressly prohibited and confidential information must not be used for personal gain.
- We will not knowingly create work which contains statements, suggestions or images offensive to general public decency and will give appropriate consideration to the impact of our work on minority segments of the population, whether that minority be by race, religion, national origin,

colour, sex, sexual orientation, gender identity or expression, age or disability.

- We will not for personal or family gain directly or indirectly engage in any activity which competes with companies within the Group or with our obligations to any such company.
- We will not offer any items of personal inducement to secure business. This is not intended to prohibit appropriate entertainment or the making of occasional gifts of minor value unless the client has a policy which restricts this.
- We will not accept for our personal benefit goods or services of more than nominal value from suppliers, potential suppliers or other third parties.
- We will not have any personal or family conflicts of interest within our businesses or with our suppliers or other third parties with whom we do business.
- No corporate contributions of any kind, including the provision of services or materials for less than the market value, may be made to politicians, political parties or action committees, without the prior written approval of the Board of WPP.
- We will comply with all applicable local laws and regulations, and any other laws with an international reach, such as the US Foreign Corrupt Practices Act, where relevant.

## CR Policy

We believe our business can make a positive contribution to society and the environment by managing our activities with care and by working with responsible organisations that promote social and environmental causes.

Our operating companies are required to comply with this CR Policy and report performance to the parent company annually.

## Social investment

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WPP companies are encouraged to:

- Undertake pro bono work for not-for-profit organisations involved in tackling social and environmental issues.
- Make appropriate financial and other donations to social and environmental organisations.

## Managing relationships

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- In all our relationships we will be open, honest and transparent and will not pay or receive bribes or inducements of any kind.

## Employee development

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WPP companies:

- Will select and promote our people on the basis of qualifications and merit, without discrimination or concern for race, religion, national origin, colour, sex, sexual orientation, gender identity or expression, age or disability.
- Will support training and career development for our people.
- Will provide a safe and civilised workplace free from sexual harassment or offensive behaviour.

## Marketing ethics

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WPP companies:

- Will comply with applicable regulations and self-regulatory codes of practice in the countries in which they operate.
- Will not knowingly create work which contains statements, suggestions or images offensive to general public decency and will give appropriate consideration to the impact of our work on minority segments of the population, whether that minority be by race, religion, national origin, colour, sex, sexual orientation, gender identity, age or disability.
- Will not undertake work designed to mislead in any respect, including social, environmental and human rights issues.

## Environment

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WPP companies will respect the environment by minimising their impact from:

- Energy use.
- Transport.
- Consumption of paper and other resources.
- Managing any significant CR risks in our supply chains.

## Human rights

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- WPP companies will uphold the principles contained in the United Nations Universal Declaration on Human Rights and the International Labour Organisation's fundamental conventions on core labour standards.
- We support the right of our people and their families to basic human rights including the right to organise, the right to fair conditions of work, freedom of opinion and expression and freedom from forced labour and child labour.

# Social investment



ur companies possess great intellectual and creative wealth. We share this resource with charities and other organisations around the world through our pro bono work – creative work done for free or at minimal cost.

This is worth much more than an equivalent cash donation. By sharing our advertising, marketing, PR, design and research skills we help charities gain a higher profile, attract funding and new members, and reach more people with their campaign messages.

WPP also benefits – our people get to tackle exciting creative challenges, which contributes to their job satisfaction and development and to the reputation of their company.

# Social investment

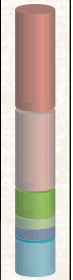
In 2006, our social investment was worth £24.9 million (\$45.9 million) in total, compared with £17.3 million in 2005. This is equivalent to 0.42% of our total revenue (meeting our annual ongoing target) and 3.7% of reported profit before tax. It includes £21 million worth of pro bono work – this is calculated based on the fees the organisations would have paid for our work. We also donated £3.9 million in cash grants to charitable causes across the world.

The reported value of our pro bono work increased in part due to improvements in our data collection systems.

WPP came fourth in the UK *Guardian* newspaper's Giving List 2006 (based on 2005 data) that ranks FTSE 100 companies by the value of their social investment.

## Pro bono work 2006 %

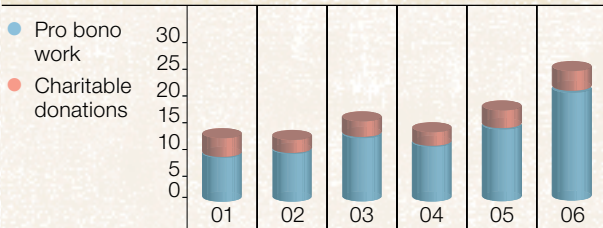
● Health	38
● Local community	30
● Education	10
● Arts	4
● Environment	4
● Alcohol abuse	1
● Other	13



## Pro bono work and case histories

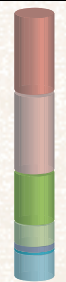
WPP companies contribute pro bono work in all our business areas. Examples of pro bono advertising campaigns and design work are featured on the following pages.

## Social investment 2001-2006 £m



## Charitable donations 2006 %

● Local community	30
● Health	30
● Education	19
● Arts	8
● Environment	2
● Alcohol abuse	1
● Other	10



## Charity donations

We gave £3.9 million to charity in 2006. Donations are made by individual companies to a range of organisations. They benefit projects as diverse as youth sports camps and supporting people with Parkinson's disease. Some of the largest donations in 2006 went to:

- New York Cares, a community volunteering charity.
- United Way Community Services, a network of US community organisations.
- The United Nations Children's Fund.
- UNAIDS, the United Nations Program on HIV/AIDS.
- Human Development Foundation Mercy Centre in Bangkok, a charity which supports vulnerable children in Thailand.
- Ad Council, a non-profit organisation that raises awareness of social problems in America.
- The Global Health Initiative of the World Economic Forum.



- Lincoln Center, a centre for the performing arts in New York.
- Sharkproject e.V., a German marine conservation charity.
- Fundacion nuestros hijos, a Chilean charity for children with cancer.

### Parent company activity

WPP, the parent company, supports a range of charities, with a particular focus on education, the arts and young people. In the UK we support the Royal College of Art with an annual illustration competition and contribution to its Hardship Fund, the National Portrait Gallery and Natural History Museum in London.

WPP is a member of the Media Trust, which provides media support to over 5,000 charities. During 2006 many of our companies supported the trust's work. For example, Y&R provided space for over 100 charities to gain valuable TV and radio experience. 141 Worldwide (now OgilvyAction) worked pro bono to create advertising for the *Give More to Get More* Volunteering for All campaign.

We also support Business in the Community, an organisation that promotes responsible business practice.

Our senior executives give pro bono advice and support to charities. Sir Martin Sorrell participates in programs at the following international business schools: London Business School; IESE, Spain; Indian Business School; Harvard Business School and Boston University.

### WPP and Sanyang village, Gambia: a case history

Donations from WPP have been used to build and stock a library at the Lower Basic School in Sanyang village, Gambia. So far 20,000 books for children, teenagers and adults have been donated by WPP companies. The library is now open during evenings and weekends enabling all Sanyang residents to benefit from the books.

An internet facility will be built at the library in 2007 using WPP funds, enabling the children to learn about computers and access the internet. The school plans to participate in *Gardens for Life*, a gardening program which links children around the world. The children will share gardening experiences with schools in India, the UK, Kenya and South America and learn about the environment, nutrition, science and other cultures. WPP donations will pay for the computers and finance the cultivation of a kitchen garden.

WPP has allocated a further £3,000 to build and stock two new school libraries in remote Gambian villages and books from WPP companies are being donated to students at the University of Banjul.

WPP is also supporting the regional health clinic at Medina Salaam, paying for a community nurse, the purchase of drugs, and equipment. In 2006, the clinic used WPP funds to install solar panels.

The parent company has now donated around £12,000 over the last three years to projects in the Gambia.

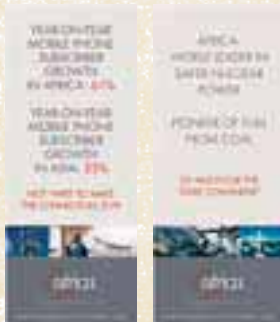
### WPP and the World Economic Forum: a case history

WPP worked in partnership with the World Economic Forum (WEF) to create the Celebrating Success campaign. The campaign aimed to encourage business and government leaders as well as young people across the world to reappraise Africa as a successful place to do business, to live and to work.

WPP and several of our companies worked pro bono to create a communications campaign that focused on success stories in African innovation, invention and business. The project began at the 2006 African World Economic Forum in Cape Town where teams from Ogilvy, Added Value and Research International held a workshop to develop ideas about how to influence people's (mainly negative) perceptions about Africa.

The companies created outdoor ads based on the results of the workshop which were shown at the WEF's annual meeting in Davos, Switzerland. The ads informed the NGOs, media, politicians and business leaders attending the meeting that Africa is a continent of opportunity.

Burson-Marsteller provided the PR advice for the initiative and produced a brochure that was distributed at all of the sessions on Africa at Davos. WPP marketing technology company VML created the campaign's website, [www.theopportunitycontinent.com](http://www.theopportunitycontinent.com).



### Campaign: SOS and Live Earth

Client: Alliance for Climate Protection

WPP companies: Y&R, VML, Global Sportnet

Y&R is organising marketing and communications for SOS, a campaign to mobilise the world to tackle climate change. The campaign will be kick-started by Live Earth, a huge international music concert to be held on July 7 2007. SOS and the Live Earth concert aim to reach over two billion people worldwide using the internet, television and radio.

Concerts will take place on all seven continents in a 24-hour period and hundreds of well-known artists will perform. The money and momentum created will be used to support former US vice president Al Gore's Alliance for Climate Protection.

Y&R created the branding for SOS, which is based on the international Morse Code distress signal – the universally known distress call. This will become a global signal for climate crisis and the need to act swiftly. WPP company Global Sportnet is securing corporate sponsorship. VML developed the campaign website.

Several WPP companies are also involved in *Switch*, a mass advertising initiative to spread awareness about climate change in the run-up to Live Earth. All work by WPP companies for the campaigns is being done on a pro bono basis.



The SOS campaign was launched in Los Angeles in February 2007 by former US vice president Al Gore, actress Cameron Diaz and Live Earth organiser Kevin Wall.

### Campaign: Global Health Initiative

Client: World Economic Forum

WPP company: Ogilvy Healthworld

The rapid spread of HIV/AIDS is helping to fuel a tuberculosis (TB) epidemic. HIV sufferers are much more likely to get TB than healthy people and it is now the leading cause of death among people infected with HIV in Africa.

Awareness of the link between TB and HIV is low. In 2006 the World Economic Forum asked Ogilvy Healthworld to help promote action to tackle the two epidemics. The agency created a pro bono advocacy document which was aimed at key audience groups including health and finance ministers in developing countries, the private health sector and multilateral organisations.

Ogilvy Healthworld worked closely with key TB and HIV academics, NGOs foundations and government agencies to create evidence-based messaging that set out a clear case for action on TB and HIV.

### Employee volunteering

We encourage our employees to contribute their time and skills to charity. Many of our companies give employees paid time off to volunteer. This benefits our business as well as the charity – because it contributes to job satisfaction and motivates our people. Some recent examples of employee volunteering include:

- MediaCom Russia's 'good deeds' program supports local orphanages in Moscow. The company and its employees contribute money, which is used to buy children's books, games and clothes. Once a quarter, employees are given time to deliver the goods and spend time with the children.
- JWT employees raised \$28,000 for World Swim for Malaria and together swam enough miles to cross Africa. JWT also worked pro bono on a video ad for the campaign.
- Eighty-eight volunteers from Grey London took part in the London Cares Day. They worked with schools and community organisations on activities to benefit young people – such as creative projects, sports challenges and interview training.
- Ogilvy PR Australia's *So Inspired* program gives employees one day off each year to volunteer. Group volunteering activities include gardening at a women's shelter, Christmas hamper delivery for the Salvation Army and Youth Off the Streets initiatives.

Many of our executives give their time as charity trustees and advisors. For example: Heather McNamara, senior vice president of Hill & Knowlton Washington DC is a member of the board for Habitat for Humanity; Lothar Leonhard, chairman of Ogilvy & Mather, Germany and Switzerland is on the Founder's Board for WWF; David Chapman, managing partner of CommonHealth is Honorary Chairman of CancerCare Inc.



# Pro bono campaigns

WPP companies produce hundreds of pro bono campaigns for good causes every year. This work is worth more than a cash donation. It helps charities recruit new members, raise awareness and further their campaigns.

Many of our pro bono relationships are long-standing partnerships, helping a chosen charity or good cause over several years. On the following pages we highlight just a few recent examples.

## Pro bono campaigns

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### Campaign: Turn on TV

Client: Global Media AIDS Initiative (GMAI)

WPP companies: Y&R and Ogilvy

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WPP companies Ogilvy and Y&R created campaigns for *Turn on TV*, an initiative developed by the Global Media AIDS Initiative (GMAI) and supported by MTV, WPP and the United Nations. The ads use humour and controversy to attack the stigma and complacency surrounding HIV and encourage viewers to practice safe sex.

The adverts were designed to engage the imagination of a young audience used to being bombarded by media and advertising. Humorous, provocative and engaging messages were used to make a simple point: sex is fun as long as you use a condom.

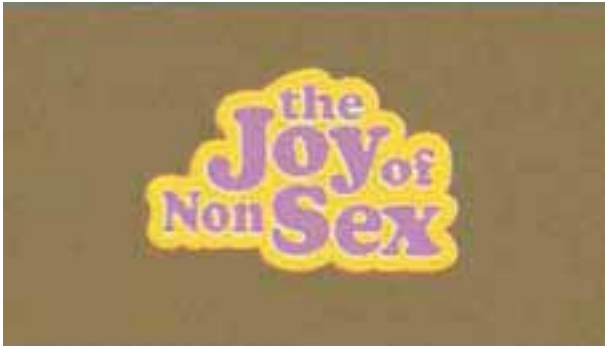
The ads were launched on World AIDS Day 2006. They were shown in prime-time slots on MTV's TV, web and mobile channels in the US, Brazil, Europe, parts of Africa, and elsewhere – potentially reaching an audience of more than one billion people. The work was carried out pro bono and made freely available to other broadcasters.

Ogilvy offices in Amsterdam, Copenhagen, Frankfurt, London, Lisbon, Moscow and Warsaw produced ads for the campaign. Five ads were shown on MTV and a further two were shown by local broadcasters. Y&R New York produced two ads for the campaign.

I've never seen a greater attention or effort by the media in helping to fight this epidemic. I've never seen more money being spent. That's the good news, the bad news is the numbers still continue to be just devastating.



Bill Roedy,  
President of MTV Networks International and  
Chair of the Global Media AIDS Initiative



The Joy of Non Sex – Ogilvy London



Roulette – Y&R New York

# Pro bono campaigns

## Campaign: After Too Many

Client: Youth Leadership Institute

WPP company: Grey San Francisco

Grey San Francisco created *After Too Many*, a campaign for the Youth Leadership Institute, to highlight the problem of binge drinking among teenagers. In the US, more teenagers die from binge drinking and alcohol-related accidents than from all other drugs combined.

The campaign was carefully designed for a young audience. Rather than preaching, the ads showed the embarrassing, stupid and dangerous things that people do when they lose self-control because of alcohol.

The campaign was released on the internet in late 2006. Two TV ads playing on the gap between what you plan to do and what happens when you're drunk were posted on video-sharing websites like YouTube, Google video and Jumpcut. The ads show that the consequences of drinking can be more than just embarrassing.

The video ads direct people to the campaign website, [aftertoocomany.com](http://aftertoocomany.com). Visitors are encouraged to participate in the campaign by printing stickers to put on irresponsible alcohol adverts in teenage magazines. They can then post photos of the 'stickered' ads online.

After launch, the site received over 9,000 hits in three months and the ads were widely talked about on video-sharing websites. The campaign was then released on television and posters and in the mainstream press. Grey and the Youth Leadership Institute now hope to expand the campaign nationally.

The campaign won nine Addy Awards (the US ad industry's largest competition).





### Campaign: Stand Up Against Poverty

Client: UN Millennium Development Goals

WPP companies: Y&R, Mediaedge:cia, Kinetic and VML

On 15-16 October 2006, over 23 million people around the world took part in *Stand Up Against Poverty* in support of the UN's Millennium Development Goals. Several WPP companies raised the profile of the event through pro bono advertising, PR and marketing support.

The eight UN Millennium Development Goals commit signatory countries to work together to eliminate poverty and make the world a better place for everyone by 2015. The goals, which cover a range of issues from aid and education to health and the environment, were adopted by world leaders from 189 countries in the year 2000.

The *Stand Up* event was designed to raise awareness of the goals and remind governments about their promises to help the billions of people living in extreme poverty.

Y&R New York developed global advertising for the campaign to mobilise millions of people across the globe. The advertising included print, TV and tapped into websites like [www.youtube.com](http://www.youtube.com), [www.secondlife.com](http://www.secondlife.com), [www.flickr.com](http://www.flickr.com) and [www.current.tv](http://www.current.tv).

Mediaedge:cia and Kinetic negotiated free advertising space across four continents, in a range of media. VML created the campaign's website.

The campaign was a huge success and set a new world record. A massive total of 23,542,614 people took part in 11,646 events around the globe, symbolically standing up for one minute to show their commitment to the fight against poverty.



## Pro bono campaigns

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**Campaign:** Change the World with a Pen

**Client:** WWF

**WPP company:** Ogilvy London

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In 2006, scientists confirmed that our climate is changing and we must take urgent action or face hotter and more extreme weather. Business has a key role to play in tackling the causes of climate change.

Ogilvy London created a pro bono ad campaign, worth \$90,000, for conservation charity WWF, targeting business leaders. A series of print ads showed bleak landscapes, rendered lifeless by the effects of climate change, with abundant natural scenes drawn on top in biro. The strapline urged business leaders to “Change the World with a Pen”, by signing up to *Climate Savers*, WWF’s program to help businesses cut their climate impact.

The ads ran in international publications such as *Newsweek*, *Fortune* magazine and *National Geographic*. They emphasised that taking action to combat climate change is not just good for the environment – it also helps businesses improve their reputation and cut costs.

Ogilvy designed a special pen for WWF’s Climate Conference in February 2007 which contained a registration form rolled up inside the barrel. Thirty-five companies signed up to the program after the conference.

**WWF and its business partners develop and demonstrate solutions – and Ogilvy’s ad campaign helps to take this message to a wider business audience.**



Martin Hiller,  
WWF Climate Savers program



### Campaign: Eating disorders awareness

Client: Anorexi Bulimi Kontakt  
(Anorexia and Bulimia Foundation)  
WPP company: Grey Sweden

Thousands of young people in Sweden, particularly teenage girls, suffer from eating disorders like anorexia and bulimia. They are terrified of putting on weight and feel fat even when they are well below a normal weight. Sufferers can end up with serious health problems or even die from anorexia.

Grey developed an ad campaign for the Anorexia and Bulimia Foundation to raise awareness about eating disorders and the charity's important work. A TV ad shows a teenage girl of normal weight looking at her body in her wardrobe mirror. Tears appear in her eyes as she pinches the skin on her thigh and cheeks. The camera then pulls back to show the real picture, a desperately thin girl.

The campaign generated considerable media coverage, and attracted almost a million viewers on YouTube, where it was the most linked video ever shown. As a result, the Anorexia and Bulimia Foundation received e-mails from all over the globe, from people wanting to use the film or support the charity.

Grey's pro bono work for the campaign was worth \$25,000 (around £13,000).



## Pro bono campaigns

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**Campaign:** Save the Children Yak Shack

**Client:** Save the Children

**WPP company:** Ogilvy London

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In 2006, Save the Children became the first UK charity to fundraise in Second Life – an online virtual world. Second Life has thousands of members around the world, each with their own virtual persona. Users explore, socialise with other residents, and shop just like in the real world. A growing number of real life businesses have established a virtual presence in Second Life.

Ogilvy London worked pro bono with Save the Children to develop a groundbreaking fundraising concept designed to appeal to Second Life residents. They came up with the virtual “Save the Children Yak Shack”. Residents can visit the shack and buy their own virtual yak by making a donation of £1.80. The money is used to support Save the Children’s real life work fighting child poverty in the UK and overseas. People can then customise their yak using bright colours, adding hair or even wings. A yak show was held at the shack in December 2006 for people to show off their creations, and first prize was awarded to a two-headed yak. Pictures of other crazy yaks appeared on blogs, photo sharing sites and YouTube.

The concept builds on Save the Children’s successful online gift catalogue the “Wish List”. Through the Wish List people donate items such as yaks to children in poverty, instead of buying a gift for their loved ones. Yaks are used to provide milk, wool and for ploughing. However, Save the Children also need cash donations to support their programs. The Yak Shack enables people to buy something fun while supporting the charity’s broader work.

The idea was a success and the charity sold hundreds of yaks. It also generated a lot of publicity with a new generation of potential donors – young, creative and tech-savvy people whose interactions increasingly take place in a virtual setting.

Ogilvy has now been asked by the non-profit society for Second Life to be the ambassador for other charities who want to join the virtual world.



### Campaign: Breast cancer awareness

Client: Mamazone e.V.

WPP company: Y&R Germany

Every year, 55,000 women are diagnosed with breast cancer in Germany. One-third of these women will die from the disease and many others must have a breast removed. The chances for effective treatment and recovery are much greater if the tumour is detected early on.

Y&R produced an innovative ad campaign for breast cancer charity Mamazone, warning women of the risks and encouraging them to check their breasts regularly. One advert that ran in women's magazines looked like a horoscope but all of the star signs names were replaced with "Cancer". The advert encouraged women to take their destiny into their own hands by examining their breasts once a month for lumps or hardenings and by seeing a professional once a year.

Other ads showed that a tumour can be detected in screenings before it can be felt by touch. One ad made use of the exposed staple in magazine centre folds to make the point that "not all hardenings are this easy to spot". Y&R placed breast X-rays on backlit advertising boards in bus stops and train stations which used the caption "certainty is beautiful".

The campaign generated significant media attention and led to a 20% increase in donations to Mamazone. The pro bono work was worth around \$40,000.



## Pro bono campaigns

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### Campaign: Understanding Parkinson's Disease

Client: The Parkinson's Disease Society

WPP company: Grey London

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Grey London created an ad campaign to raise awareness about the vital work of the Parkinson's Disease Society. In the UK around 120,000 people have Parkinson's, and a further 10,000 are diagnosed each year. The disease makes it hard for sufferers to make the simplest of movements (like standing) and can cause great misery, leaving sufferers feeling trapped inside their own body.

The TV, radio and press campaign aimed to reduce the stigma surrounding Parkinson's by showing people what it is like to have the disease.

Grey organised a launch event to generate publicity for the advert which was attended by Michael Gibson, an MTV presenter who has Parkinson's. Sister WPP company MediaCom negotiated free TV airtime.

The campaign increased the number of people contacting the charity for help or offering support. For the first time, a huge number of people contacted the charity offering to raise money by running the London Marathon.



### Campaign: The dangers of fire

Client: World Burn Foundation, Southern Africa

WPP company: Y&R South Africa

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Every year 15,000 children are killed or seriously injured after playing with matches in South Africa. The World Burn Foundation helps to rebuild the lives of these children and raises awareness about the danger of fire.

Y&R produced a pro bono TV advert, to raise money for the Foundation in South Africa,

which helps rehabilitate burn victims and runs burn-prevention initiatives with the Johannesburg emergency services. The ad shows a smiling child's face lit up by a flame with the sound of a traditional Zulu lullaby playing in the background. Against this safe, caring backdrop, the child's face gradually begins to melt like a candle, highlighting how fire can ruin lives in an instant.



## Pro bono campaigns

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**Campaign:** Fair Trade food

**Client:** Traidcraft

**WPP company:** Landor London

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Traidcraft is a small brand with a big story to tell. This innovative social enterprise has pioneered fair trade in the UK since 1979, and was a founding member of the Fairtrade Foundation. Fair trade guarantees a better deal for disadvantaged producers in the developing world.

Traidcraft's mission is to fight poverty through trade, often working with disadvantaged communities across Africa, Asia and Latin America. Over the last few years, ethical consumerism has entered the UK retail mainstream. There are now many commercial fair trade brands, including supermarket own brands, competing

for consumers' attention. Traidcraft needed to strengthen the profile of its range of fair trade products or risk being marginalised.

Landor took on the challenge of making Traidcraft's packaging stand out, while clearly communicating the fair trade benefits to a mass audience. An eye-catching circular symbol represents the exchange of trade and the return of benefits to producers. The packaging also allows producers to explain, in their own words, how buying Traidcraft products helps transform their lives.

Larry Bush, Traidcraft's sales and marketing director, is delighted with the way the new packaging reflects its leadership position: "Our new look makes our products distinctive and communicates producer benefits in a simple and appealing way."





### Campaign: Helping Butterfly Children

Client: Debra-Austria

WPP company: Ogilvy & Mather and MindShare Austria

“Butterfly Children” suffer from Epidermolysis Bullosis (EB), an incurable and painful genetic skin disease. They are given this name because their skin is said to be as delicate as a butterfly’s wing, the slightest pressure causing blistering, bruising and ripping of the skin. About 500 people suffer from the condition in Austria.

The Debra-Austria association, a charity working on behalf of those with EB, approached Ogilvy & Mather in late 2003 to ask for support. Ogilvy and MindShare have been working with Debra since then on a number of campaigns to raise awareness of EB and generate funds to build and run the ‘eb-house’, a research establishment in Salzburg.

Ogilvy created an ad campaign highlighting the difficulties faced by Butterfly Children when trying to complete everyday tasks such as brushing their teeth and playing.

MindShare has used its relationships with local media houses to negotiate free TV, cinema, radio, print, online and billboard space worth more than €1 million over the course of the last three years. As a result of coverage on Oe3, one of the largest radio stations in Austria, the charity signed up 5,000 donors within one week, who all committed to donating a minimum of €50 a year. Due to these generous donations the ‘eb-house’ was opened in 2005, and more parents and children are now getting vital support from Debra.

“Butterfly Children” received a number of awards including a Gold and a Silver Cannes Lion, and two Gold Effies.



## Pro bono campaigns

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### Campaign: Aim High Enough

Client: Japan Down Syndrome Network

WPP companies: Asatsu-DK\* and Landor Japan

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Landor and Asatsu-DK (ADK) collaborated on a campaign for the Japan Down Syndrome Network (JDSN), a member of Down Syndrome International – an organisation working to improve the quality of life for people with Down's syndrome.

Down's syndrome is a genetic disorder involving the 21st chromosome. It occurs in approximately 1 in 800 births. People with Down's syndrome are often the victims of prejudice and many people do not realise that they can work and make a valuable contribution to society.

ADK created a series of posters featuring working professionals with Down's syndrome and highlighting the work of JDSN. These were displayed in all Tokyo Metro stations, which are used by 5.69 million passengers every day.

Landor created a new brand identity for JDSN and a logo for World Down's Syndrome Day.

\*Associate



### Campaign: Push Your Boundaries

Client: Outward Bound

WPP company: The Partners London

Outward Bound organises outdoor adventure activities that inspire children and adults and teach them new skills.

The charity needed a new image. Its website and marketing material were out of date, aimed mainly at children and did not capture the excitement of an Outward Bound adventure. The Partners, the brand strategy and design company, developed a fun, new visual scheme for the charity that was designed to appeal to all ages. It highlights how Outward Bound teaches essential personal skills, like team work and leadership, in a new and exciting way. The new brand identity also emphasised that every person will come away with something different from their Outward Bound experience.

The Partners created a new look and feel for all communications mediums (including web and printed literature) and developed guidance on imagery, typography and tone of voice for the internal design team. The Partners worked pro bono on the project, which was worth £18,000.







### Campaign: Boostup

Client: Ad Council/US Army

WPP company: JWT New York

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Each day 1,200 children drop out of school in the US. Compared to those who graduate, these children are much more likely to be unemployed, end up in prison or live in poverty when they grow up. Most of these children know school is important but problems at home, like poverty and teenage pregnancy, make turning up and getting the grades difficult.

JWT created a campaign for the Ad Council (a non-profit organisation which produces public service campaigns) and the US Army to highlight the plight of these children. This was designed to dispel prejudice and to let students know that there is someone who understands what they are going through. JWT gave students disposable cameras and asked them to document their struggle to graduate. Their stories were then posted on [www.boostup.org](http://www.boostup.org) to inspire other children to keep on fighting.

JWT also created TV, print and radio ads based on the students' stories. These showed teachers and parents the real reasons why children drop-out of school. Online ads, aimed at students, were placed on a games website and on YouTube. JWT also put up posters in schools with high drop out rates and produced educational materials for school counsellors and drop-out prevention coordinators.

The campaign reached 13 million people through radio placements, 6.6 million teens through viral marketing and 22,000 middle school counsellors.

JWT worked pro bono on the campaign, which was valued at around \$100,000.

## Pro bono campaigns

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### Campaign: Heart Children's Appeal Week

Client: Heart Children

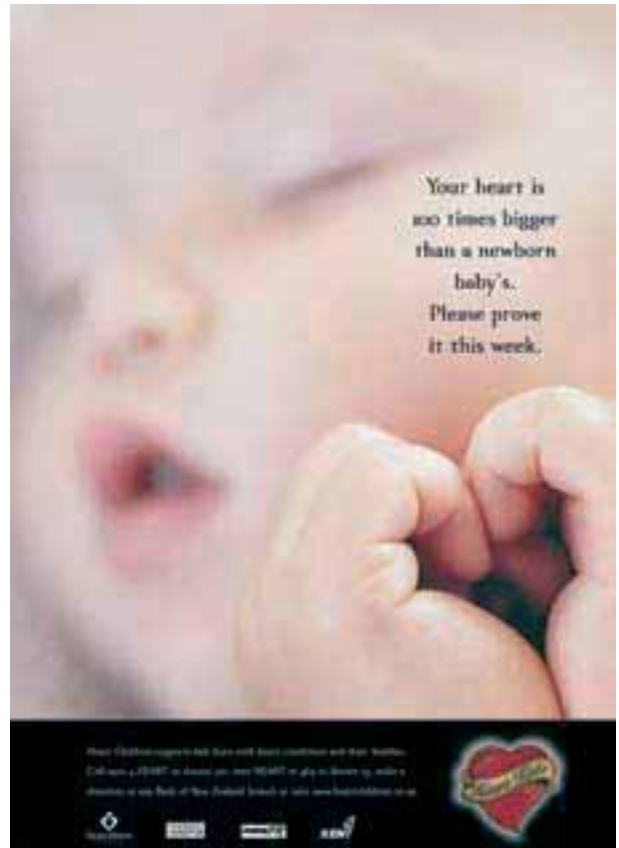
WPP company: JWT New Zealand

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Heart Children supports the 600 children born with heart problems each year in New Zealand. The charity runs rehabilitation and research programs and helps lessen the emotional and financial burden on the families of sick children.

JWT created a pro bono ad campaign, to raise money during Heart Children's Appeal Week. TV and poster ads emphasised the fragility of a baby's heart with the caption "Your heart is 100 times bigger than a newborn baby's. Please prove it this week."

The agency also created a temporary tattoo for the charity, so that people could wear a heart on their arm as a gesture of support.





Heart Kids

# Wear our heart on your sleeve.

Heart Kids NZ supports kids born with heart conditions and their families.  
Call open a HEART to donate 100, use HEART to play to donate 25, make a donation  
at any Bank of New Zealand branch or visit [www.heartkidsnz.co.nz](http://www.heartkidsnz.co.nz).



## Pro bono campaigns

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**Campaign:** Childhood blindness prevention

**Client:** Retina SA

**WPP company:** Grey South Africa

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Grey South Africa created a fundraising campaign for Retina SA – a charity working to combat blindness.

Retina SA is researching a cure for Retinis Pigmentosa, a degenerative eye disease that affects many young children and causes tunnel vision and functional blindness.

Grey created fundraising postcards to highlight the charity's work and generate funds. The cards were completely black showing what it's like to be blind. The black layer could be scratched away revealing the words 'your change can help save someone's sight' – indicating how even small donations can help lift the darkness for blind people. 10,000 postcards were distributed and were successful at increasing donations to Retina SA.





### Campaign: For the traveller not the tourist

Client: Touch Community Services

WPP company: Ogilvy Singapore

Timor-Leste (formerly East Timor) has suffered many years of violent conflict, leaving it one of the poorest countries in Asia. Now at peace, the country is in desperate need of development.

In September 2005, a team from Ogilvy Singapore went on a fact-finding trip to Timor-Leste before starting what they thought would be a fundraising project. As they travelled the country it became clear that its people needed help standing on their own two feet far more than any donation. The team produced an ad campaign pro bono for charity Touch Community Services (TCS) to help kick-start Timor-Leste's tourist industry and boost its economy.

They created a series of brightly-coloured print ads highlighting the hospitality of the Timor-Leste people and the richness of their culture and landscapes. These used the strapline "For the traveller not the tourist" to appeal to those looking for adventure. The ads emphasised that there are so few visitors to Timor-Leste that you are more likely to be sharing the beach with turtles than other people!

The full page ads ran in *The Straits Times*, a Singapore newspaper, generating huge interest in Timor-Leste as a tourist destination. In the first month of the campaign the number of hits on TSC's website, [friendsoftimor.com](http://friendsoftimor.com), increased from 250 to 55,000.

Ogilvy was the first advertising agency to have ever worked with the people of Timor-Leste.



## Pro bono campaigns

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### Campaign: Awareness and fundraising for MS

Client: Multiple Sclerosis Association Switzerland

WPP company: Advico Young & Rubicam (AY&R) Zurich

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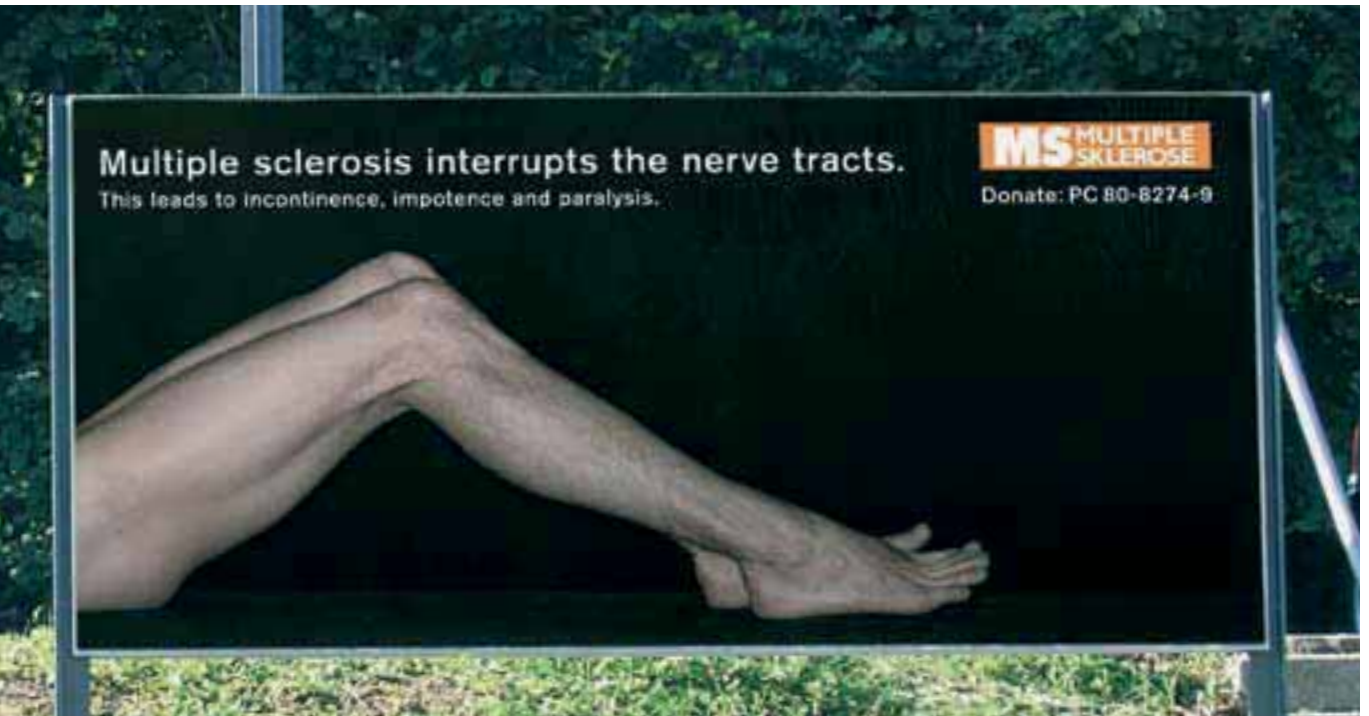
Multiple sclerosis (MS) is a disease that affects the central nervous system (the brain and spinal cord). It usually progresses slowly but after a number of years can cause muscle weakening, blindness and even paralysis.

It is still not known what causes MS and the severity and symptoms of the disease are very difficult to predict. The Multiple Sclerosis Association (MSA) Switzerland aims to reduce uncertainty about MS through research. The charity also offers advice for sufferers, their families and medical professionals through free seminars and a telephone helpline.

MS is also much misunderstood among the general public who see the relatively minor outward symptoms (like slurred speech) and don't realise that they are caused by a more severe disease. AY&R produced pro bono outdoor ads to raise awareness about the disease and to generate funds for the MS Association. The ad used two billboards to show how the disease causes disability.

The pro bono work was worth around \$60,000 and won two Eurobest advertising awards and three Art Directors Club Switzerland awards. More importantly, it helped increase donations to the MSA.





## Pro bono campaigns

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Campaign: Architectural Wonders of Chicago

Client: Landmarks Illinois

WPP companies: Ogilvy New York and OgilvyOne Chicago

Chicago's historic buildings are under threat, with many being demolished to make way for bland, modern structures. Landmarks Illinois is an organisation fighting to preserve the state's historic treasures by raising awareness and campaigning for legislation to protect these buildings.

Ogilvy and OgilvyOne developed a pro bono direct mail campaign to grab the attention of key decision makers and influencers, such as the press, politicians, planning commissioners and potential donors. The agency sent a poster in a sleeve entitled Architectural Wonders of Chicago. As the recipients unfold the poster they expect to see a tribute to an architectural masterpiece by Frank Lloyd Wright, but instead are confronted with a picture of the petrol station which now stands in its place. Ogilvy also sent out boxes with a picture of a historic building on the front. When the recipient opens the box they see what is left of the building – a piece of rubble taken from the demolition site.

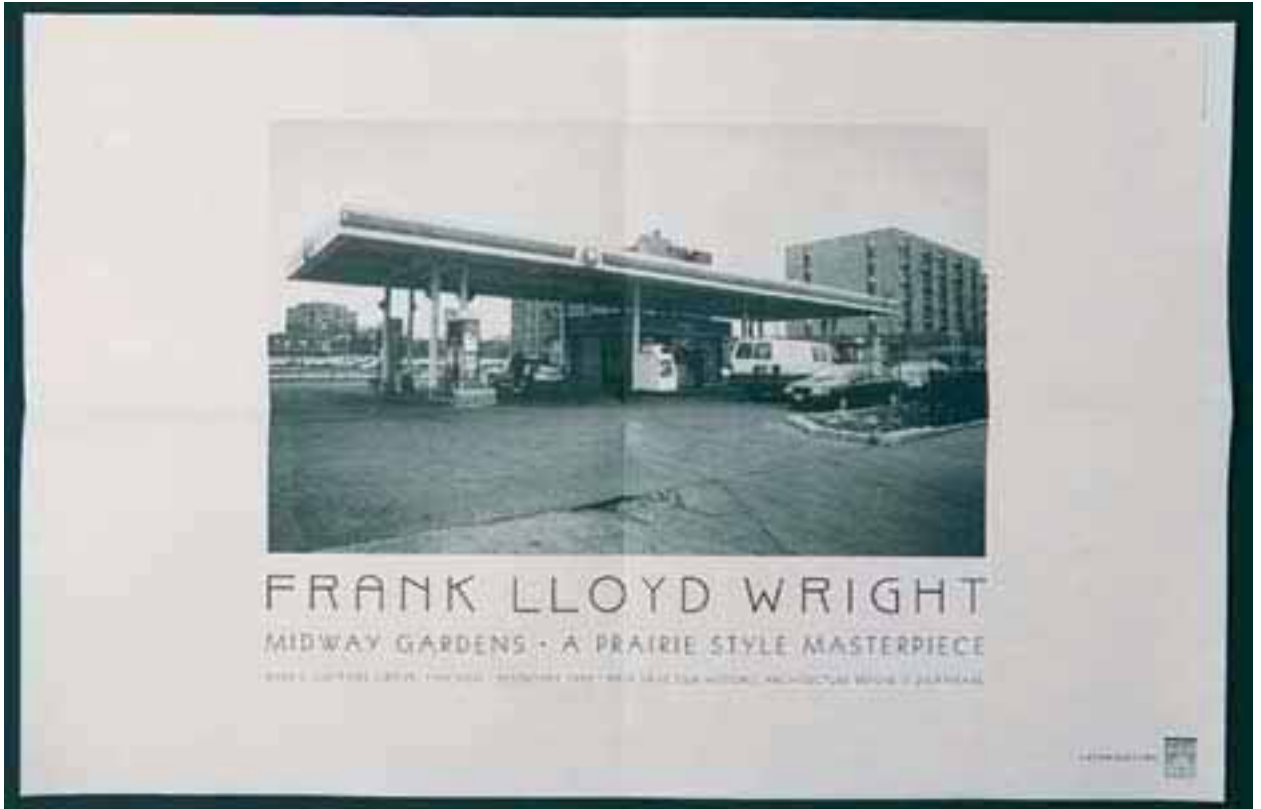
After positive feedback Ogilvy intends to extend the campaign to print and outdoor ads.

Landmarks Illinois' partnership with Ogilvy and OgilvyOne is essential in helping us achieve our goals, in terms of public awareness, donations and membership. The issues around architectural preservation are emotionally and politically charged yet Ogilvy has distilled this complex subject into simple, tangible communications that resonate across a broad audience.



David Bahlman,  
President, Landmarks Illinois





## Pro bono campaigns

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**Campaign:** Encouraging condom use

**Client:** UNAIDS

**WPP company:** Y&R Mexico:

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In 2005, there were around 290,000 people living with HIV/AIDS in Mexico and thousands of people died from the disease during the year.

Y&R created an ad campaign for the UN Program on HIV/AIDS to help stop the spread of HIV in Mexico by encouraging the use of condoms.

The agency created print ads in the style of religious paintings used by parishioners to give thanks for a happy event. The celebratory style contrasts dramatically with the serious subject of

the pictures. The print ads emphasise how you are leaving your life to chance if you don't use a condom. In one scenario, a man only avoids infection as his money is stolen on the way to the brothel. The campaign urged men and women to protect themselves by using condoms.

The pro bono work was worth over \$23,000.



## Pro bono campaigns



**Campaign:** More than a healthy meal

**Client:** Meals on Wheels (MOW)

**WPP company:** Ogilvy New York

Meals on Wheels (MOW) supports elderly, vulnerable people by delivering meals to their homes. During 2006, Ogilvy created an ad campaign pro bono appealing for funding and volunteers for the charity.

MOW was put in touch with Ogilvy through an unusual route. Homer Gere, actor Richard Gere's father, has volunteered for MOW in New York for the last 18 years. After discovering Homer's famous connections, MOW asked his son if he would help raise the profile of the charity. Ogilvy India has worked pro bono for Richard Gere's own charity, Healing the Divide, in the past so he is familiar with the agency.

Before starting work the Ogilvy team spent a day delivering meals with volunteers in New York to get the full MOW experience. This showed them that the charity is about more than delivering meals – it brings social interaction to people who are alone and often isolated from the community.

The agency created print ads using nutritional information labels found on the back of food to show that MOW enriches the lives of thousands of elderly people each day. Another ad emphasised how volunteering for MOW will make your community a better place and give you enormous satisfaction. Ogilvy also created TV ads including one that followed Richard and Homer Gere on a food run in New York. Richard tells viewers how he is inspired by his father's commitment to Meals on Wheels and the difference that he is making to elderly people's lives.

The ad campaign was launched in early 2007.

## Pro bono campaigns

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### Campaign: Supporting Central Park

Client: The Central Park Conservancy

WPP company: Wunderman New York

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The Central Park Conservancy (CPC) is a not-for-profit organisation that maintains Central Park in New York. CPC does not receive any government funding and relies heavily on public donations to maintain the park's buildings, monuments, paths and plant life.

It costs \$25 million to run Central Park each year and CPC provides over \$21 million of this. The organisation raises some of this money at events for wealthy New Yorkers but also relies on donations from average members of the public.

Wunderman developed a pro bono campaign using a range of media to thank current donors for their support and urge them to keep on giving.





# In summary

## About this Report

This Report describes WPP's corporate responsibility (CR) activities in calendar year 2006 and the first half of 2007. It is our fifth report.

The information is collected via an internal survey. This is sent to our major companies. This survey is conducted annually and signed off by the CEO for each company. The results are collated and validated by our audit function.

## Data

Data relates to the calendar year 2006.

Training and wellbeing data covers all our employees. Our Group total carbon footprint has been calculated by extrapolating office energy and business flight data reported by our major companies. This extrapolation covers all WPP companies, excluding associates (companies in which we have a minority shareholding). It represents the footprint of the average number of staff employed by the Group – 77,686 people in 2006.

All other data is collected via our internal CR survey including data on social investment, marketing and employment infringements, employee diversity, recycling and paper use. We estimate that the survey is completed by around 95% of WPP's business by revenue.

## Awards

The WPP Corporate Responsibility Report 2005/2006 received an Honourable mention in the *PR News* CSR Awards 2007.

## Contact points

### Feedback

We welcome your views on any of the information in this Report or CR at WPP. Send us an e-mail at: [cr@wpp.com](mailto:cr@wpp.com)

### Further information

For further information about WPP's CR activities, please contact Vanessa Edwards at: [vedwards@wpp.com](mailto:vedwards@wpp.com)

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# Our companies & associates

<p><b>Advertising</b></p> <p>ADK<sup>1</sup> <a href="http://www.adk.jp">www.adk.jp</a></p> <p>BatesAsia 141 <a href="http://www.batesasia.com">www.batesasia.com</a></p> <p>BrandBuzz<sup>■</sup> <a href="http://www.brandbuzz.com">www.brandbuzz.com</a></p> <p>Clemmow Hornby Inge<sup>1</sup> <a href="http://www.chiadvertising.com">www.chiadvertising.com</a></p> <p>Dentsu Y&amp;R<sup>1,2,■</sup> <a href="http://www.yandr.com">www.yandr.com</a></p> <p>Diamond Ogilvy <a href="http://www.diamond.co.kr">www.diamond.co.kr</a></p> <p>Grey<sup>♦</sup> <a href="http://www.greyglobalgroup.com">www.greyglobalgroup.com</a></p> <p>LG Ad<sup>1</sup> <a href="http://www.lgad.co.kr">www.lgad.co.kr</a></p> <p>JWT <a href="http://www.jwt.com">www.jwt.com</a></p> <p>Marsteller Advertising<sup>■</sup> <a href="http://www.marsteller.com">www.marsteller.com</a></p> <p>Ogilvy &amp; Mather Worldwide <a href="http://www.ogilvy.com">www.ogilvy.com</a></p> <p>Red Cell Soho Square <a href="http://www.sohosq.com">www.sohosq.com</a></p> <p>TAPSA <a href="http://www.tapsa.es">www.tapsa.es</a></p> <p>The Voluntarily United Group of Creative Agencies <a href="http://www.group-united.com">www.group-united.com</a></p> <p>Y&amp;R<sup>■</sup> <a href="http://www.yandr.com">www.yandr.com</a></p>	<p>Outrider <a href="http://www.outrider.com">www.outrider.com</a></p> <p><b>Other media agencies</b></p> <p>Kinetic Worldwide<sup>2</sup> <a href="http://www.kineticww.com">www.kineticww.com</a></p> <p>KR Media<sup>1</sup></p>	<p>Lightspeed Research <a href="http://www.lightspeedresearch.com">www.lightspeedresearch.com</a></p> <p>Management Ventures <a href="http://www.mventures.com">www.mventures.com</a></p> <p>Mattson Jack Group <a href="http://www.mattsonjack.com">www.mattsonjack.com</a></p> <p>Millward Brown <a href="http://www.millwardbrown.com">www.millwardbrown.com</a></p> <p>Research International <a href="http://www.research-int.com">www.research-int.com</a></p> <p>RMS Instore <a href="http://www.rms-uk.com">www.rms-uk.com</a></p> <p>Ziment Group <a href="http://www.zimentgroup.com">www.zimentgroup.com</a></p> <p><b>Other marketing consultancies</b></p> <p>BPRI <a href="http://www.bprigroup.com">www.bprigroup.com</a></p> <p>Cannondale Associates <a href="http://www.cannondaleassoc.com">www.cannondaleassoc.com</a></p> <p>Catalyst<sup>♦</sup> <a href="http://www.catalystsearchmarketing.com">www.catalystsearchmarketing.com</a></p> <p>Center Partners <a href="http://www.centerpartners.com">www.centerpartners.com</a></p> <p>Focalyst<sup>2</sup> <a href="http://www.focalyst.com">www.focalyst.com</a></p> <p>Glendinning <a href="http://www.glendinning.com">www.glendinning.com</a></p> <p>Henley Centre HeadlightVision <a href="http://www.hchlv.com">www.hchlv.com</a></p> <p>IMRB International <a href="http://www.imrbint.com">www.imrbint.com</a></p> <p>Japan Kantar Research <a href="http://www.jp.kantargroup.com">www.jp.kantargroup.com</a></p> <p>Kantar Operations <a href="http://www.kantaroperations.com">www.kantaroperations.com</a></p> <p>KMR Group <a href="http://www.kmr-group.com">www.kmr-group.com</a></p> <p>– AGBNielsen Media Research<sup>2</sup> <a href="http://www.agbgroupp.com">www.agbgroupp.com</a></p> <p>– BMRB International <a href="http://www.bmr.co.uk">www.bmr.co.uk</a></p> <p>– IBOPE Media Information<sup>1</sup> <a href="http://www.ibope.com.br">www.ibope.com.br</a></p> <p>– Markttest<sup>1</sup></p> <p>– Mediafax <a href="http://www.mediafax-pr.com">www.mediafax-pr.com</a></p>	<p>Ogilvy Public Relations Worldwide <a href="http://www.ogilvypr.com">www.ogilvypr.com</a></p> <p>Penn, Schoen &amp; Berland<sup>■</sup> <a href="http://www.psb surveys.com">www.psb surveys.com</a></p> <p>Public Strategies <a href="http://www.pstrategies.com">www.pstrategies.com</a></p> <p>Quinn Gillespie <a href="http://www.quinn gillespie.com">www.quinn gillespie.com</a></p> <p>Robinson Lerer &amp; Montgomery<sup>■</sup> <a href="http://www.rlmnet.com">www.rlmnet.com</a></p> <p>Timmons and Company <a href="http://www.timmonsandcompany.com">www.timmonsandcompany.com</a></p> <p>Wexler &amp; Walker Public Policy Associates <a href="http://www.wexlergroup.com">www.wexlergroup.com</a></p>
<p><b>Media Investment Management</b></p> <p><b>GroupM:</b></p> <p>MAXUS <a href="http://www.maxusglobal.com">www.maxusglobal.com</a></p> <p>MediaCom <a href="http://www.mediacom.com">www.mediacom.com</a></p> <p>Mediaedge:cia <a href="http://www.mecglobal.com">www.mecglobal.com</a></p> <p>MindShare <a href="http://www.mindshareworld.com">www.mindshareworld.com</a></p>	<p><b>Information, Insight &amp; Consultancy</b></p> <p><b>The Kantar Group:</b> <a href="http://www.kantargroup.com">www.kantargroup.com</a></p> <p>Added Value Group <a href="http://www.added-value.com">www.added-value.com</a></p> <p>BPRI <a href="http://www.bprigroup.com">www.bprigroup.com</a></p> <p>Cannondale Associates <a href="http://www.cannondaleassoc.com">www.cannondaleassoc.com</a></p> <p>Catalyst<sup>♦</sup> <a href="http://www.catalystsearchmarketing.com">www.catalystsearchmarketing.com</a></p> <p>Center Partners <a href="http://www.centerpartners.com">www.centerpartners.com</a></p> <p>Focalyst<sup>2</sup> <a href="http://www.focalyst.com">www.focalyst.com</a></p> <p>Glendinning <a href="http://www.glendinning.com">www.glendinning.com</a></p> <p>Henley Centre HeadlightVision <a href="http://www.hchlv.com">www.hchlv.com</a></p> <p>IMRB International <a href="http://www.imrbint.com">www.imrbint.com</a></p> <p>Japan Kantar Research <a href="http://www.jp.kantargroup.com">www.jp.kantargroup.com</a></p> <p>Kantar Operations <a href="http://www.kantaroperations.com">www.kantaroperations.com</a></p> <p>KMR Group <a href="http://www.kmr-group.com">www.kmr-group.com</a></p> <p>– AGBNielsen Media Research<sup>2</sup> <a href="http://www.agbgroupp.com">www.agbgroupp.com</a></p> <p>– BMRB International <a href="http://www.bmr.co.uk">www.bmr.co.uk</a></p> <p>– IBOPE Media Information<sup>1</sup> <a href="http://www.ibope.com.br">www.ibope.com.br</a></p> <p>– Markttest<sup>1</sup></p> <p>– Mediafax <a href="http://www.mediafax-pr.com">www.mediafax-pr.com</a></p>	<p><b>Public Relations &amp; Public Affairs</b></p> <p>BKSH<sup>■</sup> <a href="http://www.bksh.com">www.bksh.com</a></p> <p>Blanc &amp; Otus <a href="http://www.blancandotus.com">www.blancandotus.com</a></p> <p>Buchanan Communications <a href="http://www.buchanan.uk.com">www.buchanan.uk.com</a></p> <p>Burson-Marsteller<sup>■</sup> <a href="http://www.bm.com">www.bm.com</a></p> <p>Chime Communications PLC<sup>1</sup> <a href="http://www.chime.plc.uk">www.chime.plc.uk</a></p> <p>Clarion Communications <a href="http://www.clarioncomms.co.uk">www.clarioncomms.co.uk</a></p> <p>Cohn &amp; Wolfe<sup>■</sup> <a href="http://www.cohnwolfe.com">www.cohnwolfe.com</a></p> <p>Dewey Square Group <a href="http://www.deweysquare.com">www.deweysquare.com</a></p> <p>Finsbury <a href="http://www.finsbury.com">www.finsbury.com</a></p> <p>GCI Group<sup>♦</sup> <a href="http://www.gcigroup.com">www.gcigroup.com</a></p> <p>Hill &amp; Knowlton <a href="http://www.hillandknowlton.com">www.hillandknowlton.com</a></p> <p>Ogilvy Government Relations <a href="http://www.ogilvypr.com">www.ogilvypr.com</a></p>	<p><b>Branding &amp; Identity</b></p> <p>Addison Corporate Marketing<sup>♦</sup> <a href="http://www.addison.co.uk">www.addison.co.uk</a></p> <p>BDGMcColl <a href="http://www.bdg-mccoll.com">www.bdg-mccoll.com</a></p> <p>BDGworkfutures <a href="http://www.bdgworkfutures.com">www.bdgworkfutures.com</a></p> <p>Coley Porter Bell <a href="http://www.cpb.co.uk">www.cpb.co.uk</a></p> <p>Dovetail <a href="http://www.dovetailfurniture.com">www.dovetailfurniture.com</a></p> <p>Enterprise IG<sup>♦</sup> <a href="http://www.enterpriseig.com">www.enterpriseig.com</a></p> <p>Fitch <a href="http://www.fitchww.com">www.fitchww.com</a></p> <p>Lambie-Nairn<sup>♦</sup> <a href="http://www.lambie-nairn.com">www.lambie-nairn.com</a></p> <p>Landor Associates<sup>■♦</sup> <a href="http://www.landor.com">www.landor.com</a></p> <p>The Partners<sup>♦</sup> <a href="http://www.thepartners.co.uk">www.thepartners.co.uk</a></p> <p>VBAT<sup>♦</sup> <a href="http://www.vbat.nl">www.vbat.nl</a></p> <p>Warwicks <a href="http://www.warwicks-uk.com">www.warwicks-uk.com</a></p>

## Healthcare Communications

CommonHealth  
[www.commonhealth.com](http://www.commonhealth.com)  
 Feinstein Kean Healthcare  
[www.fkhealth.com](http://www.fkhealth.com)  
 Grey Healthcare Group♦  
[www.ghgroup.com](http://www.ghgroup.com)  
 Ogilvy Healthworld  
[www.ogilvyhealthworld.com](http://www.ogilvyhealthworld.com)  
 Sudler & Hennessey■  
[www.sudler.com](http://www.sudler.com)

## Direct, Digital, Promotion & Relationship Marketing

A. Eicoff & Co  
[www.eicoff.com](http://www.eicoff.com)  
 Bridge Worldwide  
[www.bridgeworldwide.com](http://www.bridgeworldwide.com)  
 Brierley & Partners¹  
[www.brierley.com](http://www.brierley.com)  
 Dialogue Marketing  
[www.dialmkg.com](http://www.dialmkg.com)  
 Digit  
[www.digitlondon.com](http://www.digitlondon.com)  
 Einson Freeman  
[www.einsonfreeman.com](http://www.einsonfreeman.com)  
 EWA  
[www.ewa.ltd.uk](http://www.ewa.ltd.uk)  
 FullSIX³  
[www.fullsix.com](http://www.fullsix.com)  
 Good Technology■  
[www.goodtechnology.com](http://www.goodtechnology.com)  
 Grass Roots¹  
[www.grg.com](http://www.grg.com)  
**G2♦**  
[www.g2.com](http://www.g2.com)  
 – G2 Branding & Design  
 – G2 Interactive  
 – G2 Direct & Digital  
 – G2 Promotional Marketing  
 Headcount Worldwide Field Marketing  
[www.headcount.co.uk](http://www.headcount.co.uk)

High Co¹  
[www.highco.fr](http://www.highco.fr)  
 KnowledgeBase Marketing■  
[www.knowledgebasemarketing.com](http://www.knowledgebasemarketing.com)  
 Mando Brand Assurance  
[www.mando.co.uk](http://www.mando.co.uk)  
 Maxx Marketing  
[www.maxx-marketing.com](http://www.maxx-marketing.com)  
 OgilvyAction  
[www.ogilvyaction.com](http://www.ogilvyaction.com)  
 OgilvyOne Worldwide  
[www.ogilvy.com](http://www.ogilvy.com)  
 RMG Connect  
[www.rmgconnect.com](http://www.rmgconnect.com)  
 RTC Relationship Marketing■  
[www.rtrcm.com](http://www.rtrcm.com)  
 Studiocom■  
[www.studiocom.com](http://www.studiocom.com)  
 syzygy¹  
[www.syzygy.net](http://www.syzygy.net)  
 VML■  
[www.vml.com](http://www.vml.com)  
 Wunderman■  
[www.wunderman.com](http://www.wunderman.com)  
 ZAAZ■  
[www.zaaaz.com](http://www.zaaaz.com)  
 141 Worldwide  
[www.141worldwide.com](http://www.141worldwide.com)

## Specialist Communications

**Corporate/B2B**  
 Brouillard  
[www.brouillard.com](http://www.brouillard.com)  
 Ogilvy Primary Contact  
[www.primary.co.uk](http://www.primary.co.uk)  
**Custom media**  
 Forward  
[www.theforwardgroup.com](http://www.theforwardgroup.com)  
 Spafax  
[www.spafax.com](http://www.spafax.com)  
**Demographic marketing**  
 The Bravo Group■  
[www.thebravogroup.pyr.com](http://www.thebravogroup.pyr.com)  
 Kang & Lee■  
[www.kanglee.com](http://www.kanglee.com)

MosaicaMD  
 UniWorld¹  
[www.uniworldgroup.com](http://www.uniworldgroup.com)  
 WINGLATINO♦  
[www.winglatino.com](http://www.winglatino.com)  
**Employer branding/recruitment**  
 JWT Specialized Communications  
[www.jwtworks.com](http://www.jwtworks.com)  
**Event/face-to-face marketing**  
 MJM  
[www.mjmccreative.com](http://www.mjmccreative.com)  
 PCI Fitch  
[www.fitch.com](http://www.fitch.com)  
 The Event Union  
[www.theeventunion.com](http://www.theeventunion.com)  
 – Pro Deo  
[www.prodeo.com](http://www.prodeo.com)  
 – facts + fiction  
[www.factsfiction.de](http://www.factsfiction.de)  
**Foodservice marketing**  
 The Food Group  
[www.thefoodgroup.com](http://www.thefoodgroup.com)  
**Sports marketing**  
 Global Sportnet  
[www.globalsportnet.com](http://www.globalsportnet.com)  
 OgilvyAction Sports & Entertainment Marketing  
[www.ogilvyaction.com](http://www.ogilvyaction.com)  
 Performance SportEnt  
[www.performance-worldwide.com](http://www.performance-worldwide.com)  
 PRISM Group  
[www.prismtteam.com](http://www.prismtteam.com)  
**Entertainment marketing**  
 Alliance♦  
[www.alliance-agency.com](http://www.alliance-agency.com)  
**Youth marketing**  
 The Geppetto Group  
[www.geppettogroup.com](http://www.geppettogroup.com)  
 G Whiz♦  
[www.thinkgwhiz.com](http://www.thinkgwhiz.com)  
**Real estate marketing**  
 Pace  
[www.paceadv.com](http://www.paceadv.com)  
**Technology marketing**  
 Banner Corporation■  
[www.b1.com](http://www.b1.com)

## Media & production services

Clockwork Capital¹  
[www.clockworkcapital.com](http://www.clockworkcapital.com)  
 The Farm Group  
[www.farmpost.co.uk](http://www.farmpost.co.uk)  
 MEDIAPRO Group³  
[www.mediapro.es](http://www.mediapro.es)  
 Metro Group  
[www.metrobroadcast.co.uk](http://www.metrobroadcast.co.uk)

## WPP Digital partner companies

iconmobile¹  
[www.iconmobile.mobi](http://www.iconmobile.mobi)  
 JumpTap³  
[www.jumptap.com](http://www.jumptap.com)  
 LiveWorld³  
[www.liveworld.com](http://www.liveworld.com)  
 mMetrics³  
[www.mmetrics.com](http://www.mmetrics.com)  
 Spot Runner³  
[www.spotrunner.com](http://www.spotrunner.com)  
 VideoEgg³  
[www.videoegg.com](http://www.videoegg.com)  
 Visible Technologies¹  
[www.visibletechnologies.com](http://www.visibletechnologies.com)  
 Visible World³  
[www.visibleworld.com](http://www.visibleworld.com)  
 WildTangent³  
[www.wildtangent.com](http://www.wildtangent.com)

## WPP knowledge communities

The Channel  
[dmuir@wpp.com](mailto:dmuir@wpp.com)  
 The Store  
[m.johnson@the-store.org](mailto:m.johnson@the-store.org)

### Key

- 1 Associate
- 2 Joint venture
- 3 Investment
- A Young & Rubicam Brands company
- A member of B to D Group
- ◆ A Grey Group company

As at June 2007



# WPP

Advertising  
Media Investment Management  
Information, Insight & Consultancy  
Public Relations & Public Affairs  
Branding & Identity  
Healthcare Communications  
Direct, Digital, Promotion & Relationship Marketing  
Specialist Communications

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