PLANET

We support urgent action to tackle the climate crisis and aim to reach net zero carbon emissions across our supply chain by 2030

WHO'S IN CHARGE?

Our Executive Directors have overall responsibility for climate strategy. Performance on carbon reduction is integrated into their incentive plans. The WPP Executive Committee sets sustainability strategy and oversees implementation across our agencies. Our Chief Sustainability Officer has operational responsibility for managing our response to climate change

The Board is responsible for setting the Company's strategic direction, including on climate change. Its Sustainability Committee supports the Board in overseeing our net zero strategy

HOW ARE WE DOING?

0.22 tonnes CO_2e emissions per person from direct operations (Scope 1 and 2), a 32% reduction year-on-year and 73% since our 2019 baseline (2021: 0.32 tCO_2e)

28% absolute reduction in tonnes CO_2e emissions (Scope 1 and 2) year-on-year and 71% since our 2019 baseline

83% ◠ of electricity sourced from renewable sources (2021: 74%)

$10bn coalition of leading advertisers — representing $10 billion in global advertising investment — to accelerate decarbonisation of the world's media supply chain

◠ This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2022. For the results of PwC's 2022 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2022', see page 53

IN THIS SECTION

NOTPLA

What if we could do away with plastic packaging for good?

OFFER
COMMUNICATIONS

AGENCY
SUPERUNION (DESIGN BRIDGE AND PARTNERS)

CLIENT
NOTPLA

When two enterprising Londoners developed an innovative, seaweed-based biodegradable alternative to plastic, they turned to Superunion to help form a name, strategy and identity for a radical new brand that aimed to make packaging disappear.

Notpla was designed to be a simple, bold definition of who they are: not plastic, but something completely new. The revolutionary edible material, also called Notpla, has many uses, including replacing plastic cups and food sachets, and as coatings for cardboard food containers.

At the 2019 London Marathon, 6,000 Notpla-made sachets filled with Lucozade were handed to runners. By 2022, Notpla had made over two million takeaway food boxes for Just Eat, with the potential to replace over 100 million plastic coated containers in Europe in the future.

Notpla is built on the idea that its products will change the world – and the world's most influential environmental thinkers agree. Notpla won the prestigious 2022 Earthshot Prize, one of just five companies across the world to be recognised in these highly regarded awards founded by Prince William and launched by David Attenborough in 2020.

2022 WINNER

BUILD A WASTE-FREE WORLD

Awards

2022 Earthshot Prize Winner
2023 Winner, Tom Ford Plastic Innovation Prize

OUR CLIMATE STRATEGY

We support urgent action to tackle the climate crisis through the Paris Climate Agreement. WPP is a proud signatory to the UN Global Compact's Business Ambition for 1.5°C, the purpose of which is to galvanise business support for strong climate action, and for the UNFCCC's Race to Zero campaign.

In 2021, we set near-term science-based targets (see right) to reduce our emissions in line with limiting global warming to 1.5°C above pre-industrial levels. We will offset residual emissions to reach net zero across our own operations (Scope 1 and 2) by 2025 and our supply chain (Scope 3) by 2030. These targets include emissions from media buying (more than half of our total footprint) – an industry first. Our 2022 performance is set out in the charts, below.

We are in the process of developing detailed roadmaps to reduce Scope 1, 2 and 3 emissions and we will publish our first formal transition plan in 2023 aligned to the recommendations of the Transition Plan Taskforce.

Read more about our transition to net zero on page 20

In 2021 we successfully amended and supplemented our $2.5 billion revolving credit facility to link the margin on the facility to specific sustainability measures, an important first milestone in WPP's journey to embed its carbon reduction targets and broader sustainability commitments within our financing arrangements.

Collaboration with clients and suppliers is critical to delivering against our own targets and promoting low-carbon and regenerative living at the scale needed to address the climate crisis. Through our media agency GroupM, we are working with industry trade bodies to agree a consistent and transparent methodology for calculating emissions from media placement (see page 29). Of our 50 largest clients, 78% have set or are committed to setting science-based reduction targets through the Science Based Targets initiative (SBTi), up from 62% in 2021. These clients look to us to help them find and scale solutions (for an example, see page 22).

In 2022 we launched a new Green Claims Guide, supported by training, to help equip our people with principles and practical tips for making effective environmental claims and avoiding misleading the public (see page 30).

84%

absolute Scope 1 and 2 GHG emissions reduction by 2025 from a 2019 base year[1]

50%

absolute Scope 3 GHG emissions reduction by 2030 from a 2019 base year[1], including media buying – an industry first

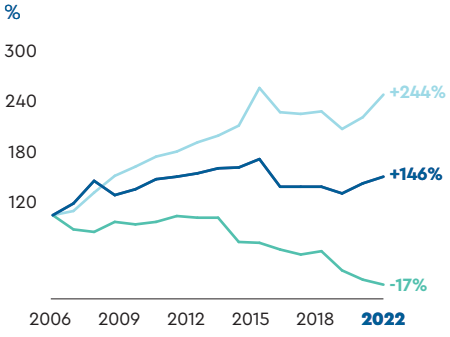
Net zero

across own operations (Scope 1 and 2) by 2025 and across supply chain (Scope 3) by 2030

[1] Target verified by SBTi in line with ambition to limit climate change to 1.5°C from pre-industrial levels

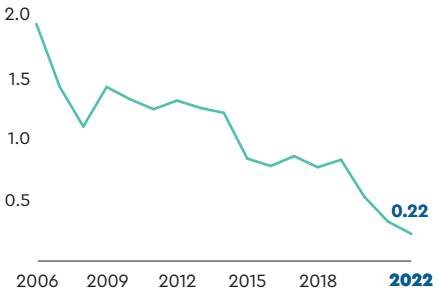
2022 PERFORMANCE

DECOUPLING GROWTH 2006-2022

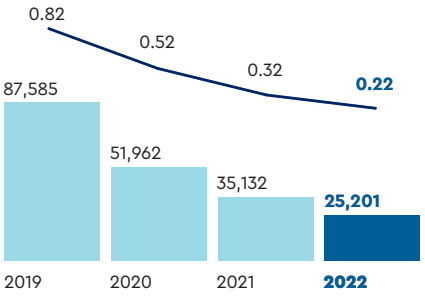


SCOPE 1 AND 2 (MARKET BASED)

TONNES CO_2e EMISSIONS PER PERSON



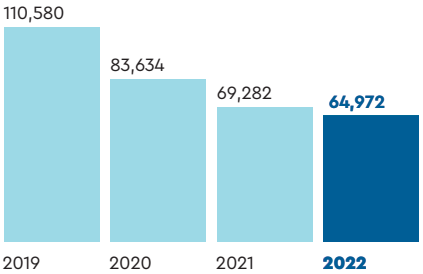
MARKET BASED SCOPE 1 AND 2 CARBON EMISSIONS PROGRESS



Our Scope 1 and 2 market based emissions for 2022 were 0.22 tCO_2e/person, a 32% reduction from 2021 and 73% reduction from our 2019 baseline. Our carbon intensity per £1 million revenue was 1.75 tCO_2e, a 36% reduction since 2021.

LOCATION BASED SCOPE 1 AND 2 CARBON EMISSIONS PROGRESS

TONNES CO_2e EMISSIONS



UNDERSTANDING OUR EMISSIONS

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

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

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

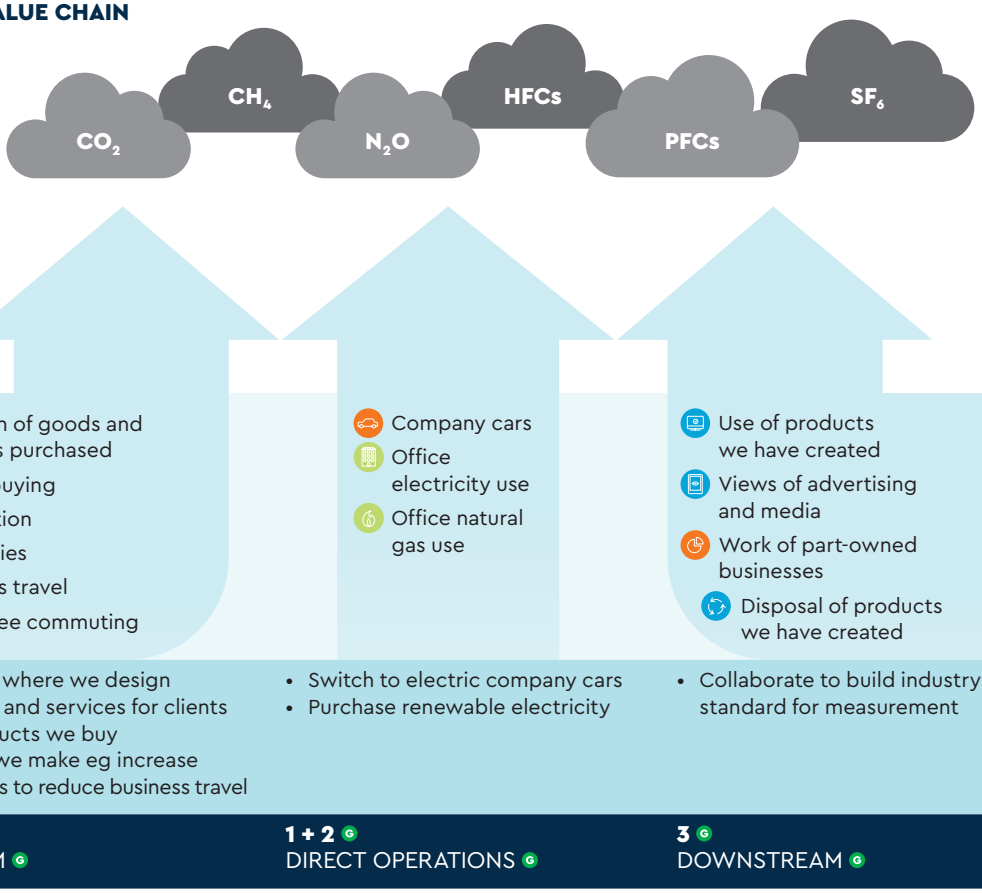
We continue to refine our methodology and collect more accurate and complete data to reduce the estimated data in our baseline.

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

EMISSION SOURCES IN WPP'S VALUE CHAIN

The GHG Protocol standards categorise a company's emissions into three scopes. Scope 3 is then divided into 15 sub-categories, 11 of which are relevant for WPP.

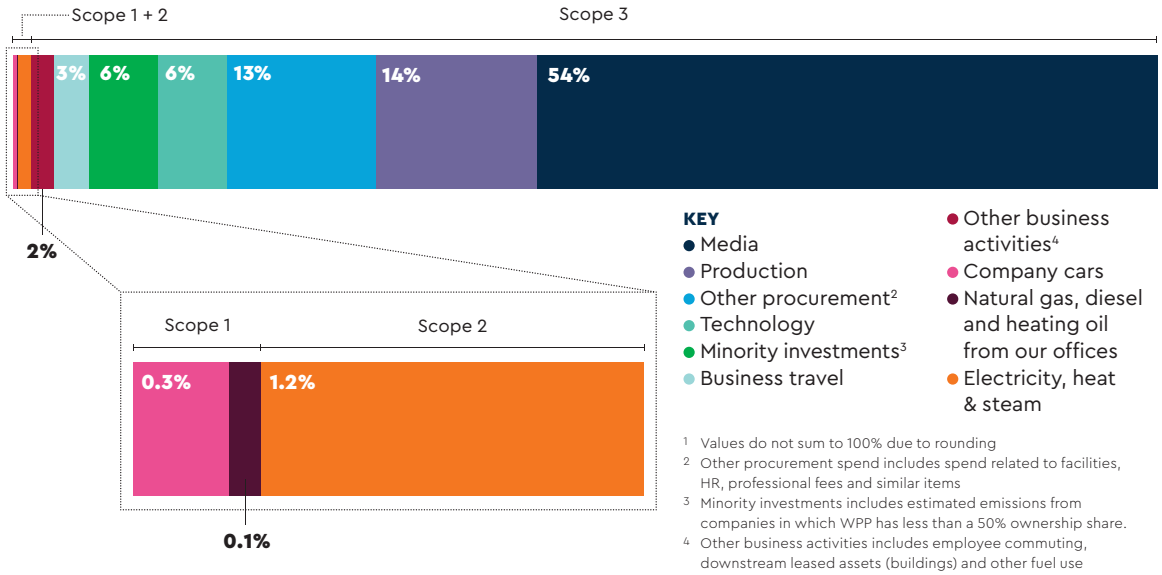
Measurement:
- Measured by WPP since 2006
- Commenced measurement during 2020
- Currently not measurable



G Terminology set by GHG Protocol.

OUR BASELINE VALUE CHAIN EMISSIONS (2019)

This chart shows the breakdown of WPP's Scope 1, 2 and 3 emissions baseline[1] (2019) and pages 21 and 23 outline our approach to reducing emissions in each of these areas. Our total carbon emissions in our baseline year of 2019 were 5.4 million tCO_2e.



1 Values do not sum to 100% due to rounding
2 Other procurement spend includes spend related to facilities, HR, professional fees and similar items
3 Minority investments includes estimated emissions from companies in which WPP has less than a 50% ownership share.
4 Other business activities includes employee commuting, downstream leased assets (buildings) and other fuel use

OUR TRANSITION TO NET ZERO

In 2021, we set science-based targets to reduce our emissions in line with limiting global warming to 1.5°C above pre-industrial levels

To deliver these commitments, we have identified six emissions hotspots (below). We are developing detailed roadmaps to reduce emissions against these hotspots and to map progress to date. We will publish our first transition plan in 2023 aligned to the recommendations of the Transition Plan Taskforce.

For more information about our carbon emissions, read our carbon emissions statement on page 227 of our 2022 Annual Report

SCIENCE-BASED TARGETS	**Reduce absolute Scope 1 and 2 GHG emissions by 84% by 2025** (from a 2019 base year)		**Reduce absolute Scope 3 GHG emissions by 50% by 2030** (from a 2019 base year)			
HOTSPOTS	**Campuses**	**Cars**	**Media**	**Production**	**Technology**	**Travel**
Read about 2022 progress	Page 21	Page 21	Page 23 and 29	Page 23	Page 23	Page 23
ACTION	Purchase 100% renewable electricity by 2025 and drive energy efficiency	Reduce our fleet and move to electric or hybrid vehicles	Develop consistent methodology and industry standards and accelerate supply chain decarbonisation	Tackle material emissions by re-imagining traditional production (eg through virtual production and recycling content)	Reduce emissions from technology and use technology to reduce emissions in other hotspots	Reduce air travel across the Company

SUPPORTED BY

SKILLS
Equipping our people with the right knowledge and skills to deliver our net zero transition

DATA
Improving data quality and coverage across Scope 1, 2 and 3

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

GOVERNANCE
Embedding mechanisms to support and monitor delivery, including clear accountability

SUPPLIER ENGAGEMENT
Supporting suppliers to be ready for a low-carbon economy, including small and diverse businesses

EXTERNAL DEPENDENCIES

REGULATION
Government incentives, eg for combined heat and power, offsetting standardisation

INFRASTRUCTURE
Decarbonising national and regional grids on which our campuses and data centres depend

CARBON ACCOUNTING STANDARDS
For media and production emissions reporting

TECHNOLOGY AND INNOVATION
Adoption of new technologies, some of which have not yet been conceived or created

SUPPLIER DECARBONISATION
Business model innovations across the supply chain

CREATIVE TRANSFORMATION

The greatest contribution WPP can make to the transition is through the work that we do for our clients (see examples on pages 17 and 22).

As we develop our transition plan we will consider how to harness the power of creativity to shift opinion and shape behaviour at the scale required to transition to a net zero economy.

REDUCING SCOPE 1 EMISSIONS

Our Scope 1 emissions for 2022 were 14,105 tCO_2e (2021: 13,292 tCO_2e), of which a subtotal 10,051 tCO_2e (71% of our total Scope 1 emissions footprint) has been subject to independent limited assurance procedures by PwC. The Scope 1 emissions not subject to assurance procedures relate to locally contracted company cars for which the emissions have been estimated (see 'company cars', right).

OFFICE EMISSIONS

We continue to move our people into modern, more energy-efficient and dynamic workspaces that facilitate learning, encourage creative collaboration and give clients access to the breadth and depth of WPP talent in one inspiring location. Our investment in campuses around the world will, by 2025, bring 85,000 of our people together in at least 65 net-zero campuses running on electricity from renewable sources.

In 2022 we added five new campuses in Brussels, Düsseldorf, Santiago, Tokyo and Toronto. In January 2023 we opened a new campus in Guangzhou, China, taking the total to 37. We plan to open additional campuses in Atlanta, Paris and Manchester later in 2023. We also announced the construction of our first Campus in São Paulo, Brazil, a state-of-the-art space that connects WPP directly to local communities and the environment, bringing our agency networks under one roof.

Our strategy focuses on repurposing old, iconic buildings where we reuse as much of the structure and fittings as we can to retain embodied carbon and limit impact.

When we acquire any new premises larger than 50,000 square feet, we aim for that space to be certified to an internationally recognised standard such as the US LEED standard or the UK BREEAM standard.

Rose Court in London achieved the BREEAM sustainability accreditation of 'Excellent', in large part due to the retention of the main building structure and foundations which combined represent almost 60% of the embodied carbon within the building.

We aim to select, design and run our offices in a way that promotes sustainability and wellbeing. In 2022, with our architecture firm BDG, we created a new ESG building assessment tool to help us identify opportunities to reduce energy use, optimise resource use, support our employees' wellbeing needs and create opportunities for circular business models in our materials' use.

COMPANY CARS

Company cars accounted for 64% of our Scope 1 emissions. We aim to reduce emissions by shifting company cars to electric and hybrid vehicles in markets where infrastructure makes it feasible to do so.

In 2022, 30% of centrally leased company cars were electric or hybrid vehicles, compared to 24% in the prior year.

In 2022 centrally leased company car emissions were subject to independent limited assurance procedures as a subtotal of Scope 1 emissions. Locally managed car emissions were not subject to assurance due to inconsistencies in capturing emissions data. We have developed a consistent basis for capturing this information which we will build on in 2023 to strengthen this data.

Net zero

across our owned operations (Scope 1 and 2) by 2025

65+

campuses accommodating 85,000 of our people by 2025

For more information about our carbon emissions, read our carbon emissions statement on page 227 of our 2022 Annual Report

REDUCING SCOPE 2 EMISSIONS

In 2022, Scope 2 market-based emissions were 11,096 tCO_2e (2021: 21,840 tCO_2e), a 49% reduction from 2021. Scope 2 location-based emissions were 50,867 tCO_2e (2021: 55,990 tCO_2e), a 9% reduction from 2021.

WPP is committed to sourcing 100% of its electricity from renewable sources by 2025. We are a member of RE100, a global initiative bringing together businesses committed to 100% renewable electricity to accelerate change towards zero carbon grids at scale.

We made significant progress during the year, purchasing 83% of our electricity from renewable sources (2021: 74%).

In 2022, we partnered with Climate Impact Partners to purchase Energy Attribute Certificates in line with RE100 guidance.

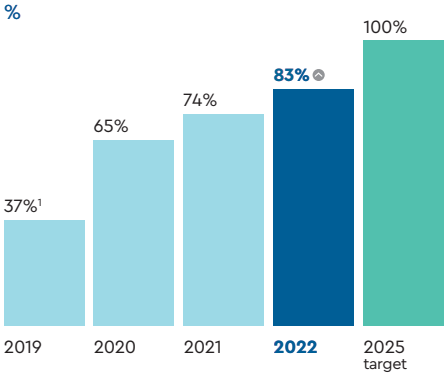
Data is collected locally using a variety of acceptable methods to calculate Scope 2 emissions. In 2022, we provided additional guidance and training to our agencies to improve the consistency of reported data, especially within campuses. In 2023 we will continue to streamline our methodology to improve consistency.

83%

electricity purchased from renewable sources (2021: 74%)

ELECTRICITY FROM RENEWABLE SOURCES

%



[1] Figure restated in 2020 as part of data reviews upon joining RE100

This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2022. For the results of PwC's 2022 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2022', see page 53

HELLMANN'S: COOK CLEVER, WASTE LESS

Say no to waste and yes to taste

OFFER
COMMUNICATIONS

AGENCY
MINDSHARE, UK

CLIENT
HELLMANN'S (UNILEVER)

If global food waste were considered a country, it would be the third largest emitter of greenhouse gases in the world. Hellmann's is on a mission to raise awareness of how UK households are major contributors to the food waste issue.

Mindshare and Hellmann's co-created a four-part TV series, Cook Clever, Waste Less, featuring top UK cook and self-proclaimed queen of leftovers, Prue Leith, and NHS GP and food expert Dr Rupy Aujla. The programme educated four households on how to minimise food waste, sharing practical tips and money-saving advice such as the benefits of meal planning, batch cooking and re-using leftovers.

To extend reach, Mindshare created and promoted a host of digital assets across social and online video throughout the campaign period. The agency also promoted a downloadable recipe book, created by Hellmann's, that meant people had a long-lasting resource to help combat their waste at home.

500%
increase in traffic to Hellmann's website

40k
recipe books downloaded

3.4m
people tuned in to watch Cook Clever, Waste Less

32%
of viewers said they would re-use leftovers in future

REDUCING SCOPE 3 EMISSIONS

Our supply chain makes up the overwhelming majority (98%) of our total emissions. The chart (right) provides a breakdown of our Scope 3 baseline carbon emissions (2019).

We aim to halve our Scope 3 emissions by 2030 (from 2019 baseline year) and reach net zero emissions in our supply chain by 2030. These commitments include the carbon emitted from the advertising we place in the media on behalf of our clients – which represent over half (55%) of all the baseline emissions in our supply chain.

Our decarbonisation efforts are focused on four priority supply chain emissions hotspots: media buying, production, technology and travel. Our progress during the year is set out below.

Data quality is particularly challenging for Scope 3 emissions, as they are beyond our direct control. We are reviewing how we capture and calculate Scope 3 emissions and aim to improve both data quality and coverage so that over time we are able to seek independent limited assurance over a larger proportion of Scope 3 emissions.

Read more about our actions to deliver better data and methodology on page 24

MEDIA DECARBONISATION

With more than $60 billion in advertising placed annually on behalf of clients, WPP is the world's largest investor in media advertising. Media comprises more than half of WPP's total supply chain emissions. As the first holding company to account for media emissions in our science-based reduction targets, WPP and GroupM are rapidly identifying risks and opportunities to support the industry and clients to reduce emissions in this highly complex space.

We believe that the relative carbon footprint of different media distribution options will increasingly influence where client investment is made. We are seeing this already and expect this to grow substantially over the next three years as the urgency and financial imperative to deliver on net zero pledges increases across all businesses. That is why through GroupM's media decarbonisation programme we are investing to enable investment decisions which factor in supply chain decarbonisation.

In 2022, GroupM developed and released a methodology for calculating emissions from media and launched a coalition of leading advertisers, worth $10 billion in global advertising investment, with a commitment to advocate for shared industry standards and accelerate the decarbonisation of the world's media supply chain. In February 2023, we launched a new media omnichannel carbon calculator for clients, enabling clients for the first time to factor channel-level carbon emissions data into their media planning.

Read more about GroupM's media decarbonisation programme on page 29

PRODUCTION

The carbon emissions generated by the production of the films and other content we create on behalf of clients account for 14% of our supply chain footprint. In 2022, we kicked off a cross-agency global taskforce to tackle shared challenges and replicate successful efforts to reduce emissions.

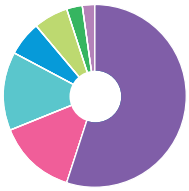
A single hour of film typically generates five tonnes of CO_2e, resulting in estimated industry emissions of around a million tonnes of CO_2e a year. Hogarth, our production agency, continues to develop virtual production capabilities, partnering with key industry innovators to create a compelling alternative to traditional production methods.

We are proud to be a founding member of AdGreen, an initiative to unite the advertising industry in eliminating the negative environmental impacts of production. AdGreen provides free training, a renewable energy buy-in scheme and practical resources to enable individuals, wherever they sit in the production value chain, to take action to reduce emissions.

TECHNOLOGY

The technology we use – from data centres to the e-mails we send – generates carbon emissions that make up 6% of our Scope 3 footprint. As we increase our use of cloud infrastructure, powered by renewable electricity, we will reduce our energy consumption and our carbon emissions, as well as drive down waste. Technology also has a role to play in reducing our campus emissions. For example, we have deployed low-cost sensor technology within server rooms to optimise and reduce energy use.

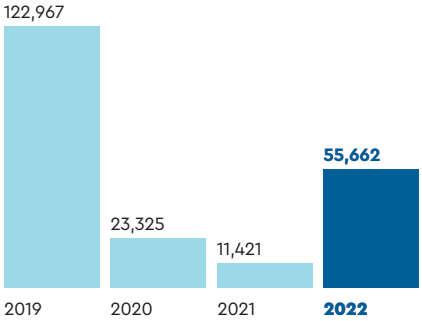
VALUE CHAIN EMISSIONS (2019 BASELINE)



1 Other procurement spend includes spend related to facilities, HR, professional fees and similar items
2 Minority investments includes estimated emissions from companies in which WPP has less than a 50% ownership share
3 Other business activities includes employee commuting, downstream leased assets (buildings) and other fuel use

CARBON EMISSIONS FROM AIR TRAVEL

TONNES CO_2e EMISSIONS



AIR TRAVEL

Business travel accounts for around 3% of our value chain carbon footprint. In 2022, air travel emissions increased significantly compared to 2020 and 2021 as Covid-19 travel restrictions were lifted. In 2022, Scope 3 business air travel emissions were 55,662 tCO_2e (2021: 11,421 tCO_2e), including a total of 34,315 tCO_2e ◠ from centrally contracted flights, an increase of 387% versus 2021 and a decrease of 55% versus pre-pandemic levels in 2019. This consisted of 146 million air miles travelled, including a sub-total of 116 million air miles ◠ travelled via centrally contracted flights.

We collected air travel emissions using centrally managed data from our three travel management companies for the first time. This covers 79% of group air travel, and we extrapolate for the remaining 21%. The centrally managed data is subject to independent limited assurance procedures by PwC.

The move to centrally managed data improved the consistency and accuracy of our air travel data compared to prior years. Air travel emissions subject to assurance are based on average passenger emissions factors: in 2023, we will work to include travel by class in our metrics subject to assurance for the first time.

To offset emissions from air travel we have been purchasing high-quality carbon credits since 2007 and have permanently retired 1.65 million carbon credits, which are charged to each of our agencies to create an internal carbon cost. Read more about our approach to offsets on page 24.

◠ This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2022. For the results of PwC's 2022 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2022', see page 53

OFFSETTING

The first step to limiting emissions must always be to reduce the total footprint of any product or service as far as possible.

Our Environment Policy, introduced in 2022, sets out how we manage the cost and quality of carbon credits purchased to offset emissions we cannot avoid.

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

Where a WPP company is offering carbon offsetting services (eg net zero or carbon neutral) to clients, all calculations should be completed in line with the Greenhouse Gas Protocol Corporate Accounting Standard.

All offset providers are asked to disclose calculation methodologies. Alongside carbon reduction or removal, offset credits should provide additional environmental benefits (eg protecting or enhancing biodiversity) and social benefits (eg health benefits or poverty alleviation).[1]

In 2022 we purchased credits to offset our air travel through Climate Impact Partners, a specialist in carbon market solutions for climate action. During the year we supported three clean cooking projects in Bangladesh, India and Kenya. Together, these projects support ten of the UN Sustainable Development Goals.

In 2023 we will further develop our offsetting strategy as part of our transition plan.

To read our Environment Policy visit wpp.com/sustainability

[1] Oxford University, 2020. *Principles for Credible Carbon Offsetting*

DATA QUALITY AND DISCLOSURES

DATA QUALITY

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

We are also working to include the portion of unassured Scope 1 data, relating to locally managed company cars, in scope for independent limited assurance in future years.

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

We will work to develop more robust protocols and calculation methodologies. We expect our wider transformation strategy will enable us to manage more data centrally, improving consistency.

Data quality is particularly challenging for Scope 3 emissions, as they are beyond our direct control. We are reviewing how we capture and calculate Scope 3 emissions and aim to improve both data quality and coverage so that over time we are able to seek independent limited assurance over a larger proportion of Scope 3 emissions.

From production to media investment, we support the development of more robust protocols to measure emissions across the industry. In 2022, GroupM developed and released a methodology for calculating emissions from media and launched a coalition of leading advertisers with a commitment to advocate for shared industry standards and accelerate decarbonisation of the world's media supply chain (page 29).

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

Our fifth TCFD disclosure is included in our 2022 Annual Report (pages 220 to 226) and is structured around four themes: governance, strategy, risk management, and metrics and targets.

In our TCFD statement we identify the following climate-related physical and transition risks and opportunities, their potential business impact and how we manage them.

RISKS

- Increased frequency of extreme weather and climate-related natural disasters
- Delivering net zero commitments
- Changes in regulations and reporting standards
- Increased reputational risk associated with misrepresenting environmental claims in marketing and advertising content
- Increased reputational risk associated with working on client briefs perceived to be environmentally detrimental

OPPORTUNITIES

- Increased demand for sustainable products and services
- Achieving resource efficiencies through cutting our carbon footprint and improving energy efficiency

CDP CLIMATE CHANGE

We participate in the CDP climate change and supply chain programme to disclose our climate strategy and performance to a collaboration of institutional investors. In 2022, we maintained our A- rating.

To read our CDP response, visit cdp.net

CIRCULAR ECONOMY

People consume 1.75 times more natural resources than the earth is capable of regenerating.[1] Moving from a 'take-make-dispose' economy to a circular economy where waste is eliminated, resources are circulated and nature is regenerated could fulfil people's needs within the safe limits of the planet. Today, the global economy is only 7.2% circular: more than 90% of materials are either wasted, lost or remain unavailable for reuse.[2]

We are a proud signatory of the New Plastics Economy Global Commitment led by UN Environment Programme and the Ellen MacArthur Foundation which aims to unite businesses, governments and other stakeholders behind a common vision for a plastics system that works.

WPP can contribute to this transition through the work we do for our clients. We support our clients by:

1. helping companies navigate a complex regulatory framework to secure their place in the new circular economy
2. inspiring consumers to think differently and change habits and behaviours (see page 22)
3. creating more sustainable approaches to product and packaging design and how products reach (and are used by) consumers (see page 17)
4. building coalitions, raising awareness and driving change at scale.

Within our own operations, we remain committed to phasing out plastics that cannot be reused, recycled or composted across our campuses and offices worldwide.

In 2022 as office occupancy increased we redoubled our efforts, focusing on our campuses and the products we buy through our global procurement team. All our campuses completed a plastics audit looking at what they buy and how they dispose of plastics. And at year end all campuses had recycling facilities for plastics in place.

We formed a global single-use plastics taskforce which developed centralised resources to support our people to take action locally. The impacts and benefits felt at grassroots level extended beyond eliminating plastics. In our San Francisco Campus, removing all vending machines and replacing them with healthy, refillable snack counters brought not only a financial benefit but also boosted employee health and wellbeing.

But we still have work to do. In 2023, with sponsorship from our agency Chief Finance Officers, we will continue to drive progress beyond our campuses and across the products purchased by our agencies. It will take collective action to deliver on our commitment, and in 2022 we launched a global campus green team to connect the changemakers who are driving action across our offices. Equipped with a plastics playbook containing a five-step action plan, practical tools and resources, members share best practice and collaborate to solve common challenges.

WASTE AND RESOURCES

As a service-based business the volume of waste we produce is not material, but we aim to use resources carefully and to reduce and recycle as much as possible as part of our commitment to responsible and sustainable business practices.

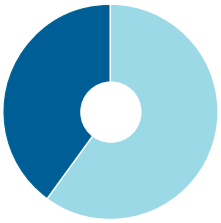
Our main waste types are electronic waste and office consumables such as paper, card, cans, plastic bottles and toner cartridges. We have identified preferred recycling partners for our operating companies in major markets and we work with landlords on waste management in the properties we lease.

We estimate that our reported waste data covers around 50% of the Company, which does not provide sufficient coverage to include it in scope for independent limited assurance.

In 2022, 2,199 tonnes of waste were reported, (2021: 2,660) of which 60% was recorded as recycled (2021: 64%). In 2021, some inconsistencies and errors were identified in how waste data is recorded and categorised at the reporting unit level. We continue to work to strengthen how we collect data and remediate the inconsistencies and errors before seeking independent limited assurance in a future period.

WASTE RECYCLED

%



- Proportion recycled waste **60%**
- Proportion non-recycled waste **40%**

[1] *Circular Transformation of Industries: Unlocking New Value in a Resource-Constrained World*, World Economic Forum
[2] CGR 2023 (circularity-gap.world)