



PEOPLE PLANET CLIENTS COMMUNITIES

SUSTAINABILITY REPORT 2021



WHO WE ARE

WPP IS THE CREATIVE TRANSFORMATION COMPANY

**WE USE THE POWER OF CREATIVITY
TO BUILD BETTER FUTURES FOR
OUR PEOPLE, PLANET, CLIENTS
AND COMMUNITIES.**

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To find out more about:

- our corporate strategy;
- business model;
- principal risks and how they are managed;
- Task Force on Climate-related Disclosures statement; and
- carbon emissions statement



Download our Annual Report 2021

To learn more see wpp.com

This icon denotes more information within the report

Selected metrics marked with the symbol have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2021, see page 58

UKRAINE

Our response

We have all been moved by the extraordinary courage and resolve of the Ukrainian people, and horrified by the terrible human cost of the invasion. We have 200 people in the country, and their safety has been our priority. I would like to share the actions we have taken to support them, alongside our wider response to the crisis.

We have been in constant contact with our leaders in Ukraine to provide whatever help we can for our employees, including immediate financial support, assistance with evacuation and accommodation, and medical and security advice.

We have made a commitment to provide ongoing employment for all our people, whether they have left or remain in Ukraine. For employees and their families who have had to leave the country we are offering a comprehensive package of support, covering areas such as housing, living expenses, healthcare, schooling and language classes.

The reaction of our people in countries close to Ukraine was spontaneous and immediate. Employees in Poland, Romania, Hungary, Slovakia, the Czech Republic and elsewhere rushed to help. Many drove to the border to collect Ukrainian colleagues and welcomed them into their homes.

Our leaders in Central and Eastern Europe (CEE) have formed a 'United for Ukraine' taskforce to keep track of Ukrainian colleagues and their families in the region and meet their short- and medium-term needs. Given the psychological and emotional impact of these traumatic events on our people we have stepped up counselling support across the region.

Our Warsaw Campus is collecting items people need, from mattresses to children's car seats, managing a special online channel

to enable the exchange of information, and hosting Ukrainian colleagues in its new digital hub and our agencies in the city.

In Romania, our people are welcoming Ukrainian colleagues at the main railway station in Bucharest, and offering accommodation, office space and equipment. They are also donating blood to the Red Cross and organising collections for the wider Ukrainian refugee community.

In Prague, our agencies are pairing offers of support with requests for help, providing housing, workspaces and funds. And in Hungary and Slovakia they are arranging transport from the border, accommodation and essentials such as food, clothes and children's toys.

Our people around the world have made their own contribution by donating to the UNHCR appeal set up by WPP agency Blue State to support those forced to flee their homes. More than 4,000 individuals between them donated \$670,000, which WPP has matched, bringing the total to \$1.34 million.

A number of clients, inspired by our appeal, donated a further \$1.4 million. And through GroupM, we arranged \$1.5 million in pro bono media support for the UNHCR campaign, thanks to the generosity of our media partners.

The wider public campaign run by Blue State with UNHCR has generated nearly \$70 million at the time of writing. The funds raised are being used by UNHCR, the UN Refugee Agency, to provide emergency shelter, relief items such as blankets, emergency payments and community support for the millions of people displaced by the conflict.

In the UK we are working to match Ukrainian colleagues with our employees who are planning to host evacuees through the Government's Homes for Ukraine scheme.

We are also part of a coalition of businesses offering full-time English language training, recertification, resettlement skills and employment to evacuees as they settle in the UK.

On 4 March we announced that the Board of WPP had decided that we would discontinue our operations in Russia.

This followed a week of very careful consideration and internal debate focused on the impact of such a decision on our nearly 1,400 people in Russia, who have been dedicated members of the WPP family for many years. Our conclusion was that to continue operating in Russia would be inconsistent with our values as a company, and that we would do everything we can to support our Russian colleagues as we discontinued our activity in the country.

We are working to transfer our companies in Russia to local ownership to ensure continuity of employment for our people wherever possible.

I deeply regret the effect of our decision on our people in Russia, but this was a moment when we felt we had to take action. While it was not the reason we made it, we have had overwhelming support for the decision from our people, clients and partners.

As I write, the war in Ukraine continues. We all hope for a swift and peaceful resolution to this appalling conflict and humanitarian crisis. The bravery and resilience of our people in Ukraine has been truly inspiring, and we are very proud of them all. I would also like to thank our employees around the world for their instinctive generosity towards and support for their colleagues in Ukraine.

Mark Read
Chief Executive Officer

CHIEF EXECUTIVE'S STATEMENT



THE MORE WE BEHAVE IN LINE WITH OUR PURPOSE, THE BETTER OUR BUSINESS WILL PERFORM."

Mark Read
Chief Executive Officer

Our industry is at the heart of many of the pressing issues that we face as a society – diversity, racial equity, privacy, data ethics and, of course, climate change. What we do and the judgements we make are critically important. Tackling these issues is not a 'nice to have': it is becoming integral to how we do business.

Our purpose at WPP is to use the power of creativity to build better futures for our people, planet, clients and communities. This report sets out the various ways in which we are working to do that. The more we behave in line with our purpose, the better our business will perform and the greater the sustainable returns will be to our shareholders. Unilever, when announcing the result of its recent media review, specifically referred to Mindshare's Good Growth programme as being an important factor in WPP's retention of the account.

BETTER FUTURES FOR OUR PEOPLE

We continue to focus on providing greater support and opportunities for our people.

A personal priority of mine is investing in mental health and breaking down the stigma surrounding it. In 2021, we launched our cross-agency Mental Health Allies programme, providing training to 500 leaders, HR

professionals and volunteers across the UK and United States. We plan to expand the programme to more regions in 2022.

We continue to focus on driving greater gender balance. Women now represent more than half of our senior managers and make up 39%¹ of executive leadership roles¹. At Board level, the proportion of women is 43%. WPP was recognised in the Bloomberg Gender-Equality Index for the fourth consecutive year and as one of the best places to work for LGBTQ+ equality in the Corporate Equality Index. We are now ranked in the top 10 for gender representation among Executive Committee and direct reports in the FTSE Women Leaders Review.

While we continue to make progress in improving our diversity, we also know we have much more to do to ensure WPP represents the diversity of the societies in which we operate, which is why we are placing diversity, equity and inclusion at the

¹ Executive leadership roles are defined by WPP as the agency board and executive leadership population as reported through WPP's financial reporting system.

² This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2021. For PwC's 2021 Limited Assurance report and the 'WPP Sustainability Reporting 2021' for assured metrics see page 58.

centre of our recruitment and development processes, using analytics to provide a more inclusive employee experience. In this report we publish data on our gender and, for the UK and United States, ethnic representation.

To underline the importance of our commitments and to ensure accountability, in 2021 we included DE&I goals in the annual incentive plans of our leadership across WPP for the first time, including mine. Our Inclusive Leadership Learning Experience pilot helped over 1,000 mid-level managers foster a culture of belonging for everyone in their teams. We implemented our new diverse candidate slate policy in APAC, Canada, the UK and United States, which means that roles are specifically marketed and accessible to candidates from underrepresented groups. And we launched our first company-wide LGBTQ+ community, Unite. You can read about the impact Unite is having throughout this report.

As a member of the UN Global Compact, we remain committed to embedding its ten principles for human rights, labour, environment and anti-corruption in our business. This report shows our progress.

i Read more on pages 16-28

BETTER FUTURES FOR OUR PLANET

In April, we committed to reach net zero emissions in our operations (Scope 1 and 2) by 2025 and across our supply chain by 2030. These goals are underpinned by carbon-reduction targets that are in line with the Paris Climate Agreement and verified by the Science Based Targets initiative (SBTi). We aim to reduce absolute Scope 1 and 2 emissions by at least 84% by 2025 and absolute Scope 3 emissions by at least 50% by 2030, both from a 2019 base year.

In December, this ambition and our emissions-reduction targets were recognised by CDP awarding us an A- rating.

With over \$50 billion of advertising placed in the media each year, WPP is the world's largest buyer of advertising space. Our net zero commitment is unique in our industry because we are the only marketing communications company to include the emissions from media placement, which account for more than half of our total carbon footprint. Through our Media Decarbonisation programme, we aim to develop the technology and standards to measure and reduce emissions from advertising globally. We are already starting to see carbon emissions influence where client media investments are made and we expect this to grow over the coming years.

Media decarbonisation is just one area in which we are investing to support clients to meet their own commitments. Another critical arc is production, where we are developing technology to create virtual production sets and investing in artificial intelligence (AI) so we can tag, search, identify and repurpose everything we film. Our aim is to reduce waste and emissions in production; currently, we shoot four hours of footage for every minute of film that is used.

From production to media investment, 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 own emissions data and are determined to use our buying power to work with suppliers to develop more robust protocols for measuring emissions.

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

i Read more on pages 29-36

BETTER FUTURES FOR OUR CLIENTS

Our greatest impact is through the work we do for our clients. We reach billions of people with work that can shift perceptions and change behaviour at scale.

When I speak to our clients and partners, sustainability is frequently top of mind. Our clients are focused on how to ensure the targets and pledges they are making, from combatting climate change to tackling racial inequity, translate into tangible change. Demand for advice on brand purpose, and support on everything from environmental and inclusive product design to changing customer behaviour, is a major driver of growth.

The examples included in this report – which range from helping homeless people reconnect with society by enabling them to open bank accounts without official documents, to an immersive experience on the plastic crisis that helped protect over 22,000 square kilometres of ocean – demonstrate our wider impact and contribution towards the UN Sustainable Development Goals.

i Read more on pages 37-41

BETTER FUTURES FOR OUR COMMUNITIES

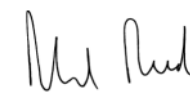
The aim of our purpose is to use the power of our creativity and voice to support healthy and vibrant communities. I'm particularly proud of our work to support the World Health Organization (WHO). Since the start of the pandemic, we have partnered with the WHO on a pro bono basis, helping them to deliver vital public health messages, combat misinformation and encourage people to get vaccinated, reaching tens of millions of people across 167 countries in more than 20 languages.

In many parts of the world, people still cannot access Covid-19 vaccines. So, in 2021, we teamed up with the WHO Foundation to create the \$5 Vaccine (\$5V) campaign, encouraging people across the globe to donate the price of a coffee to fund vaccines for lower-income countries. A great example of cross-agency collaboration, the \$5V campaign was created and delivered by Ogilvy, Blue State, Landor & Fitch and GroupM. To enable all our people to play their part, we matched every \$5V bought by employees. We also donated 10,000 vaccines on behalf of our clients.

In 2021, we invested \$9.3 million in inclusion programmes, part of our wider anti-racism commitments announced in June 2020 and our pledge to invest \$30 million over three years. Through the programme, we invited "bold, audacious and creative" initiatives to apply for funding to advance racial equity in our communities. You can read about three of the projects that received funding on page 47.

i Read more on pages 42-47

We know these commitments are not only the right thing to do for our people, planet, clients and communities; they are also good for business. Our creativity, scale and power to bring people together puts us in a privileged position. We can help accelerate the transition to a low-carbon and more equitable economy, make sustainable lifestyles more desirable, and support our clients as they adapt and innovate – and, as we do so, we can also strengthen WPP's business and performance.



Mark Read
Chief Executive Officer

ABOUT WPP

ABOUT WPP

112
Countries

31
Shared Campuses

Quoted on the London Stock Exchange and the New York Stock Exchange

OUR GLOBAL BRANDS

We provide services to clients through integrated creative agencies and media agencies, public relations agencies and specialist agencies.

GLOBAL INTEGRATED AGENCIES

AKQA
Essence
Grey
GroupM
Hogarth
Mediacom

Mindshare
m/SIX
Ogilvy
VMLY&R
Wavemaker
Wunderman
Thompson

PUBLIC RELATIONS

BCW
Finsbury Glover Hering + Sard Verbinen & Co
Hill+Knowlton Strategies

SPECIALIST AGENCIES

CMI Media Group
Landor & Fitch
Superunion

FINANCIAL PERFORMANCE

In 2021, we grew at our fastest rate for over 20 years

£50.7bn

Billings¹ (+14.4%²)
(2020: £46.9bn)

£12.8bn

Revenue (+13.3%²)
(2020: £12.0bn)

14.4%

Headline operating margin¹ (+1.5 pt)
(2020: 12.9%)

CLIENTS

317

of the Fortune Global 500 are WPP clients, reflecting demand for our services among the world's leading companies



Most creative company of the year 2021

\$8.7bn

industry-leading net new billings
(2020: \$4.4bn)

PEOPLE

109,000

talented people in 112 countries across the globe

39%

Women in executive leadership roles³
(2020: 40%)

30,000+

Technology partner accreditations and certifications awarded to our people
(2020: 21,000+)

¹ Billings and headline operating margin are defined in the Financial Glossary on page 222 of the Annual Report 2021.

² Like-for-like growth.

³ 'Executive leadership roles' are defined by WPP as the agency board and executive leadership population as reported through WPP's financial reporting system.

● This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2021. For PwC's 2021 Limited Assurance report and the 'WPP Sustainability Reporting 2021' for assured metrics see page 58.

SUSTAINABILITY COMMITTEE REPORT

Committee members

- Keith Weed CBE (Chair)
- Sally Susman (stepped down as Co-Chair 8 June 2021)
- Angela Ahrendts DBE (appointed 1 January 2021)
- Jasmine Whitbread
- Dr. Ya-Qin Zhang (appointed 15 March 2022)

Regular attendees include the Chief Executive Officer, the Chief Financial Officer, the Senior Independent Director, the Group Chief Counsel, the Chief People Officer, the Director of Sustainability and the Global Corporate Affairs Director.

The Company Secretary is Secretary to the Committee and attends all meetings.

Key responsibilities

- Understanding the sustainability risks and opportunities for the Company
- Assisting the Board in its oversight of corporate responsibility, sustainability, health and safety and reputation matters taking into account the Company's purpose, strategy and culture
- Assessing the Company's current sustainability footprint, reviewing sustainability targets and commitments and materiality
- Reviewing and considering the Company's Modern Slavery Statement and sustainability-related policies, including Environment Policy for approval by the Board

The Committee's terms of reference are reviewed annually by the Committee and adopted by the Board most recently on 19 January and 8 February 2022 respectively. A copy of the Committee's terms of reference is available on the Company's website at wpp.com/investors/corporate-governance

Attendance at Committee meetings during the year can be found on page 119 of the Annual Report 2021.



KEITH WEED CBE
CHAIR OF THE
SUSTAINABILITY COMMITTEE

DEAR SHAREHOLDER

As the Chair of the Committee, I am pleased to present the Committee's 2021 report.

I would like to firstly take the opportunity to thank Sally for Co-Chairing the Committee with me until June this year and for her very significant contribution to the success of the Committee since its formation.

The Committee was formed in December 2019 to give increased focus on sustainability for the Board and the Company, to strive to meet the expectations of our stakeholders as well as to ensure we are managing our risks and taking advantage of the opportunities.

The ongoing impact of the Covid-19 pandemic, social unrest, political division, and climate-related disasters around the globe continue to drive a focus on environmental, social and governance (ESG) matters, with significant risks and opportunities for our business and our clients.

A large part of the focus of the Board and the organisation in 2021 has been the development and launch of a new sustainability strategy for WPP, detailed on pages 10 and 11, which sets out how WPP aims to use the power of creativity to build better futures for our people, planet, clients and communities.

CLIMATE CRISIS

Recognising the growing urgency of the climate crisis, the Committee had regular in-depth progress reviews as the Company developed new and industry-leading commitments to reach net zero carbon emissions across its own operations by 2025 and across its value chain by 2030. In June, this ambition was underpinned by science-based targets, verified by the Science Based Targets initiative. In November, WPP executives attended COP26 in Glasgow, hosting a panel discussion alongside the United Nations Framework Convention on Climate Change (UNFCCC) to explore the role of production and consumption in accelerating the transition. The planet section on pages 29-36 sets out the Company's net zero commitments and performance. In 2022, the Company will develop a detailed roadmap to deliver against these commitments.

HEALTH AND SAFETY

The Committee assists the Board in its oversight of health and safety-related matters, and in 2021, received an update on WPP's new Crisis Management and Business Resilience Unit, established in March, to ensure that WPP agencies and people are well prepared to recognise and respond to existing and emerging disruptive events.

In February of this year, the Committee was updated on the Company's investment in mental health and wellbeing (see page 28), which will be a continued area of focus for the Board and the Committee in 2022.

Throughout the year, the Committee, alongside the Board, received regular updates on WPP's response to the Covid-19 pandemic, including a WPP Covid relief fund to give financial support to WPP employees and their families in real time in countries most affected by the pandemic and its work with the World Health Organization Foundation on the Go Give One fundraising campaign. Further details can be found on page 46.



UN CLIMATE CHANGE CONFERENCE (COP26)

Making it easier for consumers to live more sustainably and reducing the carbon emitted in production both require innovation. Spurring innovation often requires consumer preferences to shift, which is where the power of creativity is required. It is here that WPP plays a vital role through the work we do with our clients and valued partners such as the UNFCCC.

WPP is a partner to the UNFCCC and, at COP26 in Glasgow, we hosted an important discussion with the UNFCCC's Deputy Executive Secretary, Ovais Sarmad. Joining the discussion were the CFO of Alphabet and Google, Ruth Porat, and the CEO of Reckitt Benckiser, Laxman Narasimhan. The panel was moderated by Bloomberg Television's Maria Tadeo and focussed on the role responsible consumption and production can play in accelerating the transition to deliver the Paris Agreement on climate change.


TRANSPARENCY AND ENGAGEMENT


The Committee continues to support management's engagement strategy on sustainability. During the year, management hosted a series of town halls to discuss ESG topics with employees, and held its first ESG investor presentation. I also enjoyed engaging with key investors on ESG topics and look forward to a continued dialogue in 2022.

The Committee will continue to monitor sustainability KPIs to measure delivery against the Company's strategy and targets. Progress relies on accountability so, in 2021, we included diversity, equity and inclusion goals in our incentive plans for senior executives for the first time. We also included our carbon-reduction targets in incentive plans for Executive Directors from 2021.

The Committee notes that the ongoing Covid-19 pandemic has affected the Company's ability to meet its commitment to phase out single-use plastics across its offices and this will be a priority for the Committee to address in 2022.

In August, the Committee participated in the selection process to appoint a new independent assurance provider, PricewaterhouseCoopers LLP ('PwC') to support WPP's assurance programme for certain non-financial data disclosed in this report.

Throughout this report, selected content highlighted with the symbol  was subject to independent limited assurance procedures by PwC for the year ended 31 December 2021. For the details and results of the limited assurance see page 58.

Selected content highlighted with the symbol  in the Governance section of the TCFD statement on pages 214-216 of the Annual Report 2021 was also subject to external independent limited assurance procedures by PwC for the year ended 31 December 2021. For the details and results of this limited assurance see wpp.com/sustainabilityreport2021.

TERMS OF REFERENCE

The Committee's terms of reference are reviewed annually by the Committee and adopted by the Board most recently on 19 January and 8 February 2022 respectively. A copy of the Committee's terms of reference is available on the Company's website at wpp.com/investors/corporate-governance

I would like to thank the members of the Committee and the management team for their commitment throughout the year and look forward to continuing our work in 2022.

Keith Weed
Chair of the
Sustainability Committee
31 March 2022

The directors of WPP plc are solely responsible for the preparation and presentation of this report. We have established objective reporting criteria for preparing and presenting the non-financial information and the reported performance measures are in accordance with the reporting criteria.

SUSTAINABILITY GOVERNANCE AND MANAGEMENT

We have established governance processes and policies to help us manage sustainability risks and opportunities consistently across the Company.

ROLES AND RESPONSIBILITIES

The Board is responsible for the overall long-term success of WPP and for setting the Company's purpose, values and culture and strategic direction, including on sustainability.

The Sustainability Committee supports the Board in its oversight of corporate responsibility, sustainability and reputational matters. It reviews and monitors implementation of the Company's sustainability strategy and reviews policy statements on environmental and social matters. The Committee meets a minimum of four times a year.

i See Sustainability Committee Report on page 6

The WPP Executive Committee sets the sustainability strategy and oversees the approach across agencies in its implementation, ensuring consistent execution and embedding the Company's culture and values.

Our Group Director of Sustainability has operational responsibility for sustainability, supported by our group sustainability team. The team develops strategy and coordinates data collection and sustainability projects, which in 2021 included developing and launching WPP's sustainability strategy, net zero commitments and science-based carbon-reduction targets (see page 31). The sustainability team also advises on related matters on behalf of the Company and works with our agencies and other corporate functions, such as our people, audit, legal, real estate, IT and procurement teams, to embed our standards.

Progress relies on accountability so, from 2021, we have included diversity, equity and inclusion goals in our incentive plans for senior executives for the first time. We have also included our carbon-reduction targets in incentive plans for Executive Directors from 2021.

EMBEDDING SUSTAINABILITY IN OUR COMPANIES

We have a clear policy framework through our Code of Business Conduct, Sustainability Policy (updated in January 2022), Supplier Code of Conduct, Data Privacy and Security Charter, Human Rights Policy Statement and other policies included in the WPP Policy Book. Our operating companies are required to comply with sustainability policy and report performance to WPP on an annual basis.

Our sustainability team are working to ensure consistent implementation of our standards. In 2021, we launched a new sustainability strategy aligned with our purpose (see page 10) and set science-based carbon-reduction targets for the Company (see page 31).

In November 2021 WPP successfully amended and supplemented its \$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 into its financing arrangements.

DATA QUALITY

Measuring and monitoring our performance is critical to delivering against our sustainability strategy. In 2021 we strengthened our approach to data assurance: selected ESG metrics are subject to independent limited assurance by PriceWaterhouseCoopers LLP ('PwC'). Read PwC's assurance opinion from page 58. The majority of our data is collated locally, and a common challenge is reconciling inconsistencies in data capture. This is reflected in PwC's assurance opinion over emissions from air travel (Scope 3). Throughout this report, we provide commentary on data quality for other selected ESG metrics.

We are working to improve both data quality and coverage so that over time we are able to seek independent limited assurance over a larger proportion of ESG metrics.

RISK MANAGEMENT

Environmental, social and governance (ESG) risks are integrated into the Company's risk appetite and tolerance levels as well as its assessment, management and monitoring of principal risks. This includes the business review process, which is part of the Executive Review stage of the "Three Lines of Defence" model of risk management. At each Board meeting, the management team presents a business review of each of the operations, including an assessment of the risks in each business and details of any change in the risk profile since the last Board meeting. The business review includes the possibility of winning or losing major business; succession and the addition or loss of a key employee; regulatory changes; sustainability, including risks relating to marketing ethics, privacy, diversity and employment; political instability; and changes in accounting or corporate governance practice.

ESG risks are also included in our programme of internal audits. Our principal and emerging risks and uncertainties are set out in detail in the Strategic Report section of our Annual Report 2021 and include risks relating to climate change, cyber and data security and our ability to recruit and retain talented people.

STAKEHOLDER ENGAGEMENT

Dialogue with our stakeholders, including our people, clients and shareholders, provides valuable feedback and insight into sustainability risks and opportunities, for our Company and our clients.

Most stakeholder engagement takes place in the course of doing business. The table on page 9 summarises how we engage with our most important stakeholders on sustainability issues.

In 2021, we held our first ESG investor day in recognition of the growing importance our investors place on this topic.



For more information on our most important stakeholders, what is important to them and how, as a Company, we engage with these stakeholders, see pages 20 and 21 of our Annual Report 2021

How we engage with stakeholders on sustainability.

STAKEHOLDER GROUP

HOW WE ENGAGED ON SUSTAINABILITY IN 2021



SHAREHOLDERS

Our shareholders provide the capital to invest in the business. Shareholders benefit from the Board acting in the best interests of the Company and investing for long-term value generation.

- We have an extensive investor relations programme, including ESG engagement, comprising quarterly results presentations, investor days, the AGM, investor and analyst meetings, webcasts and ongoing email exchanges
- In June, we held our first Environmental, Social and Governance investor event to share our strategy on these areas with investors
- We engaged with rating agencies and benchmarking organisations on sustainability, including: Bloomberg Gender-Equality Index; Ecovadis; Ethibel; Vigeo Eiris; FTSE Russell; Human Rights Campaign Foundation's Corporate Equality Index; MSCI Research Inc.; and Sustainalytics



CLIENTS AND SUPPLIERS

Our clients come from businesses across every sector. The work we do for clients provides our revenue and helps them to grow their businesses, build relationships with their customers, and ready themselves for future success. We want to support our clients in delivering their sustainability goals.

Our suppliers range from small businesses to the world's largest technology partners. They provide us with the products and services we need to meet our clients' needs.

- We are investing in innovation to deliver high-quality work for clients, while reducing emissions by using cloud-based and virtual solutions to create content
- In 2021, we created the Sustainability Playbook to help clients in their sustainability transformation
- We participate in initiatives and collaborations to achieve common sustainability goals, for example through AdGreen (see page 34)
- We disclose our own sustainability policies and performance through RFIs and in pitches
- We evaluate potential suppliers on a variety of factors, including workforce diversity, carbon reduction and human rights
- We partnered with Unilever, Google and Dow to launch the UK's first accelerator programme to help minority-owned businesses become supply chain ready (see page 52)



GOVERNMENTS AND REGULATORS

Governments receive the tax contributions we make to public finances, enabling them to invest in public services.

Governments and regulators determine the policy frameworks that affect us and our stakeholders.

i For more information on our engagement with governments and regulators, see page 51

- We participate in Company and industry meetings with governments and regulators to ensure policies are developed taking into account the interests of our clients and the industry
- Our public affairs agencies engage in public policy activity on behalf of clients, including direct lobbying of public officials and influencing public opinion
- In November, we attended COP26 in Glasgow, participating in discussions with the United Nations and NGOs on the climate crisis (see page 7)
- In 2021, we contributed £1.4 billion in taxes to public finances



PEOPLE

We depend on the talent, creativity and technology skills of our people. We aim to ensure an inclusive working environment and fair representation. And we want our employees to embrace our purpose, culture and values. In return, our people receive salaries, pension contributions, employee benefits, career development and training.

- We have extensive internal communications programmes and platforms to keep staff informed, including a regular series of CEO virtual townhalls with our people
- In response to our first global people survey, with more than 43,000 participants, we established a people strategy based on career growth, investment in learning, and fostering the best possible culture (see page 27)
- To support our people's wellbeing, in 2021 we launched our Mental Health Allies programme, comprising employees who volunteer to be trained to support others
- In 2021 we spent £29.7 million in learning and development opportunities for our people



THE PLANET

We are committed to responsible and sustainable business practices. We take steps to optimise our own environmental impact, but recognise that our greatest contribution to the planet is through our work with clients, which can shift attitudes and change behaviours to build a sustainable future.

- In response to the climate crisis, we established an industry-leading target to reach net zero carbon emissions in our operations (Scope 1 and 2) by 2025 and across our supply chain by 2030, including emissions from media buying. These commitments are backed by science-based emissions-reduction targets
- Following investor interest, in November we amended and supplemented our \$2.5 billion revolving credit facility, linking its margin to specific sustainability measures
- We engage with corporate, government and NGO clients on issues ranging from climate action to biodiversity to the circular economy during the development of their campaigns
- We regularly engage with investors, rating agencies and benchmarking organisations on environmental issues, including CDP climate change and the Task Force on Climate-related Financial Disclosures (TCFD) (see pages 214-216 of our Annual Report 2021)



COMMUNITIES

We can help boost the impact of charities and non-governmental organisations by providing marketing and creative services, often on a pro bono basis, enabling them to raise awareness and funds, recruit members and achieve campaign objectives. We believe, and so do many of our stakeholders, that acting responsibly is both the right thing to do and in our long-term interests.

- As part of our commitment to invest \$30 million over three years in racial equity programmes, in 2021 we invested \$5.9 million [⊕] and committed a further \$3.4 million, taking our first-year total to \$9.3 million.
- In partnership with the WHO Foundation, we commenced the \$5 vaccine campaign to raise funds for Covid-19 vaccines in low-income countries
- Our total social contribution in 2021 was £41.0 million, including: pro bono work for NGOs and charities; negotiating free media space on behalf of pro bono clients; and cash donations to charities

[⊕] This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2021. For PwC's 2021 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2021' for assured metrics see page 58.

SUSTAINABILITY AND OUR STRATEGY

At WPP, we use the power of creativity to build better futures for our people, planet, clients and communities.

Our sustainability strategy directs us to use the power of creativity to build better futures for our people, planet, clients and communities, and supports all five elements of our corporate strategy (see table, page 11).

Our Sustainability strategy sets out the action we are taking to be the employer of choice for all people, knowing that when all our people feel secure, safe and confident to share their ideas, it has a direct impact on creativity and the power of collaboration.

It shows how we are tackling the greatest environmental challenges we face, committing to reach net zero carbon emissions across our supply chain by 2030.

Our clients are increasingly focused on how to ensure their own targets, from combatting climate change to tackling inequity, translate into tangible change. We are building our skills and capacity to assist them on their own sustainability journeys.

The greatest impact we have is through our work for clients, which reaches billions of people and – through its influence on consumer choice, behaviour and outlook – has the power to bring about positive change. We are proud to partner with the United Nations, especially the World Health Organization and UN Women, to use our creativity and expertise to support their work.

These commitments are not just the right thing to do; they are cutting through with our clients and people who want to work with and for companies that share their values and help them to achieve their own goals.

There has never been a better time to seize the opportunities before us. We are determined to do our very best to realise this potential.



Watch our ESG investor presentation at wpp.com/investors

OUR SUSTAINABILITY STRATEGY

	PEOPLE	PLANET	CLIENTS	COMMUNITIES
MISSION	Become the employer of choice for all.	Maximise our positive impact on the planet.	Enable our clients on their sustainability journeys.	Use the power of our creativity and voice to support healthy and vibrant communities.
DELIVERED BY	DRIVING DIVERSITY, EQUITY AND INCLUSION			
	Ensuring an inclusive working environment with fair representation.	Building campuses which make a positive contribution to local communities.	Ensuring our client work is inclusive and accessible.	Advancing equity and inclusion through our work, external partnerships and initiatives.
	ACCELERATING THE SUSTAINABLE ECONOMY			
	Growing sustainability skills and knowledge across our industry.	Reaching net zero across our supply chain by 2030.	Supporting our clients to reduce their emissions and deliver their sustainability goals.	Working with partners, social enterprises and clients to drive sustainability.
	ENSURING TRUST, FAIRNESS AND GOVERNANCE			
	A culture where everyone is treated with dignity and respect.	Developing common carbon metrics as we move to integrated reporting.	Ensuring fairness and high privacy and data ethics standards in our work.	Buying responsibly and building a diverse supplier network.
METRICS	<ul style="list-style-type: none"> Proportion of women in senior leadership positions Continued improvement of diversity data disclosure Employee participation in listening and engagement programmes Number of participants in sustainability or DE&I training programmes Sustainability strategy embedded in executive remuneration 	<ul style="list-style-type: none"> Progress towards net zero carbon emissions in our operations by 2025 (Scope 1 and 2) and in our supply chain by 2030 (Scope 3) Progress towards 100% renewable electricity Phase out single-use plastics in our offices 	<ul style="list-style-type: none"> Roll out diversity evaluation scores to track progress in inclusive marketing Rate of growth in sustainable and inclusive client briefs Building common standards to measure carbon emissions in media and production 	<ul style="list-style-type: none"> Investment in pro bono work and free media space Progress towards investing \$30 million over three years through our Racial Equity Programme

Our sustainability strategy is aligned to all five elements of our corporate strategy.

STRATEGIC ELEMENT	SUSTAINABILITY STRATEGY		
VISION & OFFER	<p>SUSTAINABILITY AT THE HEART OF OUR OFFER FOR CLIENTS</p> <p>A growing number of clients are embracing sustainability and are looking to articulate the purpose of their brands. They look for partners who share their sustainability values and aspirations.</p>	<p>Our commitment to responsible and sustainable business practices helps us to broaden and deepen these partnerships, and to meet the growing expectations and sustainability requirements in client procurement processes.</p>	<p>See Clients on pages 37-41</p> <p>See Transparency and Trust on page 50</p>
	<p>CREATIVITY</p> <p>SOCIAL INVESTMENT</p> <p>Our pro bono work can make a significant difference to charities and NGOs, enabling our partners to raise awareness and funds, recruit members and achieve campaign objectives.</p>	<p>Pro bono work benefits our business too, providing rewarding creative opportunities for our people that often result in award-winning campaigns that raise the profile of our agencies.</p>	<p>See Communities on pages 42-47</p>
	<p>DIVERSE, EQUITABLE AND INCLUSIVE TEAMS</p> <p>Diversity and difference powers creativity. We foster an inclusive culture across WPP: one that is equitable, tolerant and respectful of diverse thoughts and individual expression. We want all of our people to feel valued and able to fulfil their</p>	<p>potential, regardless of background, lived experience, sex, gender, race and ethnicity, thinking style, sexual orientation, age, religion, disability, family status and so much more.</p>	<p>See People on pages 16-28</p>
DATA & TECHNOLOGY	<p>PRIVACY AND DATA ETHICS</p> <p>Data – including consumer data – can play an essential role in our work for clients. Data security and privacy are increasingly high-profile topics for regulators, consumers and our clients. We have a</p>	<p>responsibility to look after this data carefully, to collect data only when needed and with consent where required, and to store and transfer data securely.</p>	<p>See Data: privacy, security and ethics on pages 54</p>
SIMPLER STRUCTURE	<p>NET ZERO CAMPUSES</p> <p>Our work to simplify our structure and consolidate our office space is driving a positive impact on our energy use and carbon footprint. We continue to move employees into campuses, closing multiple</p>	<p>smaller sites and replacing them with fewer, larger, more environmentally friendly buildings that offer modern, world-class workspaces. By 2025, we expect 85,000 of our people will work in at least 65 net zero campuses powered by renewable electricity.</p>	<p>See Planet on pages 29-36</p>
PEOPLE & CULTURE	<p>SHARED VALUES ACROSS OUR BUSINESS AND SUPPLY CHAIN</p> <p>Strong employment policies, investment in skills and inclusive working practices help us recruit, motivate and develop the talented people we need to serve our clients in all disciplines across our locations.</p>	<p>Selecting suppliers and partners who adopt standards consistent with our own can reduce costs, improve efficiency and protect our reputation.</p>	<p>See People on pages 16-28</p> <p>See Our Supply Network on pages 52</p>

ACTION AUDIO

A new way for audiences with visual impairments to follow sport in real time.

OFFER
EXPERIENCE
TECHNOLOGY & DATA

AGENCY
AKQA, MELBOURNE

CLIENT
TENNIS AUSTRALIA

For people living with blindness or low vision, the experience of broadcast sport is severely compromised. On television, sports coverage relies heavily on visuals, while radio commentary is often too slow to give fans a true sense of the live action.

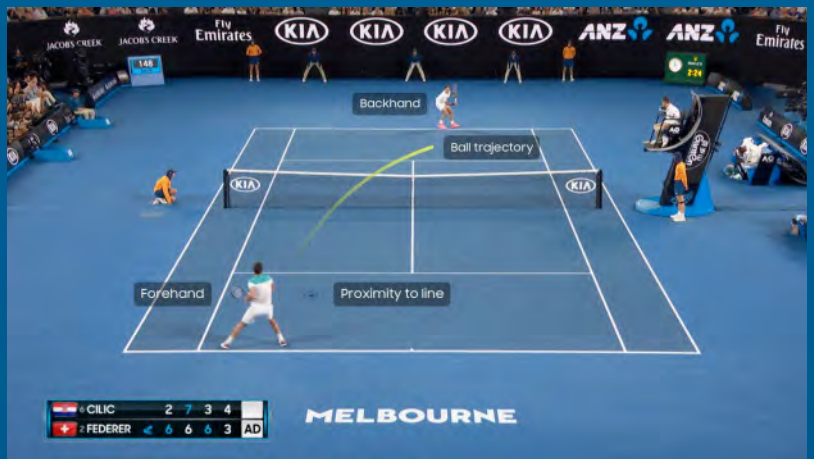
So, AKQA in partnership with Tennis Australia developed Action Audio: a world-first system, designed to give people who are visually impaired the ability to follow the speed and actions of a live game.

Action Audio uses data from a ball monitoring computer vision system to emphasise key moments of play with a 3D sound design system that has been developed with the help of the blind and low-vision community. The system emphasises ball speed and trajectory, proximity to line and shot type, and augments critical moments, to allow blind and low-vision audiences to follow the game without seeing the ball.

Action Audio launched during the finals of the 2021 Australian Open tennis tournament and in 2022, became available for every match played on centre court.

To further improve ease of accessibility, listeners could access Action Audio together with the live radio commentary of each game via Google Assistant. Using voice commands, visually impaired tennis fans could simply ask Google to stream the Action Audio live feed.

Action Audio sets a new standard in accessibility in sport, creating a huge opportunity to open access for millions of visually impaired sports fans.



285m
 people worldwide,
 with blindness
 or low vision, are
 restricted from
 enjoying live sport

Awards
 Cannes Lions
 Silver, Radio and
 Audio category
 Good Design Australia
 Awards, Best In Class,
 Digital Design Interface
 and Gold, Social Impact



QUANTIFYING OUR IMPACTS

We aim to maximise the positive value our business generates for our people, planet, clients and communities. In doing so, we believe we will generate greater sustainable returns for WPP and our shareholders.

Our annual impact valuation guides us in generating value by helping us quantify our impacts and understand the associated monetary benefits and costs to society. This allows us to prioritise efforts and focus on enhancing our positive contribution.

Our analysis does not yet capture all of our impacts, either because they are not material or they are difficult to measure. For example, our communications services help our clients to increase product sales and can bring

about social and environmental change, but are hard to quantify because the impacts vary greatly depending on the brief.

We also recognise that increasing demand for a product brings environmental and social costs. We can play a powerful role in helping to tackle global issues such as inequality and the climate crisis. This is not only the right thing to do, but will also generate sustainable returns for our shareholders.

ECONOMIC IMPACTS

The economy

The direct contribution our activities made to the global economy

Governments

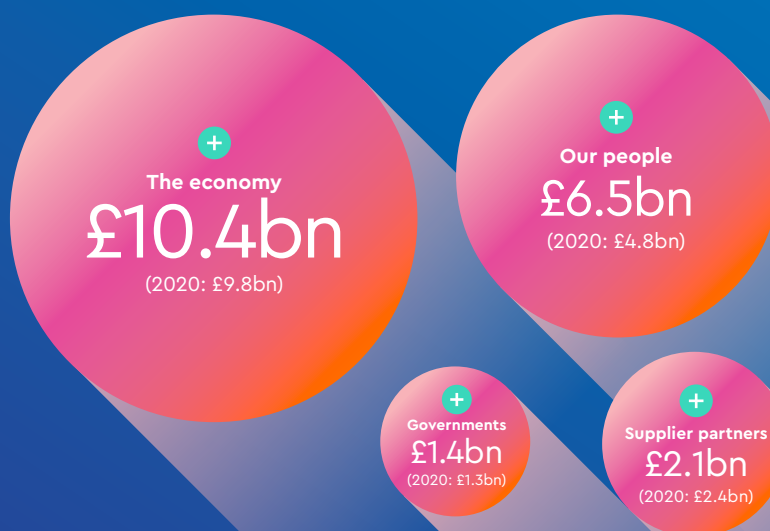
Our contribution through taxes to national and local governments

Our people

Our contribution as a major global employer, paid in wages and benefits

Supplier partners

Our indirect economic impact through our spend with supplier partners. This procurement spend provides additional indirect benefits to economies by supporting livelihoods and job creation



SOCIAL IMPACTS

Diverse suppliers

Our spend on diverse suppliers in the United States

Social investment

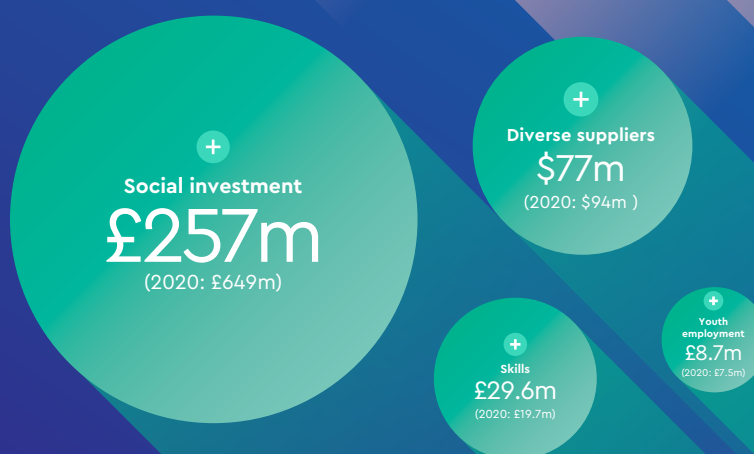
Our contribution to society through charitable donations, pro bono spend and providing free media space. This includes funding through our Racial Equity Programme

Youth employment

Our contribution to young people through internships and apprenticeships

Skills

Our expenditure on training staff to enhance their careers and improve WPP's performance



ENVIRONMENTAL IMPACTS

Carbon emissions

The societal cost of our Scope 1, 2 and air travel greenhouse gas (GHG) emissions

Waste

The societal cost of our non-recyclable waste impacts



KEY

+ Positive impact - Negative impact

QUANTIFYING OUR IMPACTS CONTINUED

ECONOMIC IMPACTS

WPP makes a significant direct and indirect positive contribution to economies throughout the world.

The salaries and payments we make enable our people to buy goods and services and our suppliers to create, or at least maintain, jobs and spend in the economy.

WPP directly contributes to the global economy through its Gross Value Added and tax payments to national and local

governments. These tax payments enable investments in the social infrastructure and services necessary for a well-functioning society. The considerable indirect taxes and wages associated with our supplier and customer activities are not included in this assessment.

i To learn more about:

- Our approach to taxation, see page 55
- Our approach to reward and remuneration, see page 19

SOCIAL IMPACTS

We support social and charitable activities through cash donations, by undertaking pro bono work and negotiating free media space for charity campaigns. In 2021, we allocated \$9.3 million to inclusion programmes as part of our Racial Equity Programme.

We build human capital through providing internship and apprenticeship opportunities, as well as by training our staff at all levels.

The former enhances young people's future prospects while the latter increases the valuable skill base within the Company helping to improve WPP's future performance.

In the United States, we continue to track certified diverse supplier spend, including women- and minority-owned businesses. This spend, though small, benefits poorer communities and regional economies; and brings value to WPP through enabling us to incorporate different and innovative perspectives within our work.

Increasing demand for a product may also bring social and environmental costs. These are hard to quantify because the impacts vary greatly depending on the brief.

i To learn more about:

- Our social investment, including funding through our Racial Equity Programme, see pages 44-47
- Our approach to skills, training and development, see pages 18 and 19
- Our approach to diversity, equity and inclusion, see pages 22-26, and supplier diversity, see page 52

ENVIRONMENTAL IMPACTS

Businesses still do not bear the true societal costs incurred as a result of their greenhouse gas (GHG) emissions. Our analysis calculates the societal cost of our contribution to climate change through our Scope 1 and 2 carbon emissions.

Waste generation causes further societal costs linked to GHG and other air emissions, as well as potential odour and visual impacts from landfill and incineration.

Increasing demand for a product may also bring social and environmental costs. These are hard to quantify because the impacts vary greatly depending on the brief.

Water and biodiversity impacts are excluded from this impact valuation as they are not considered material issues for WPP. However, we recognise that these issues may be material at a local level, especially for our campuses. We continue to move employees into a global network of campus buildings that bring our agencies together in modern, more energy-efficient, world-class workplaces.

i To learn more about:

- Our net zero carbon reduction targets, see page 31
- Our approach to waste and recycling, and our plastics initiative, see page 36
- The environmental impact of our campuses, see page 33



This analysis was carried out with Sustain Value and is based on established social and environmental accounting techniques.

Download a detailed explanation of the results, principles, methods and data used in quantifying the economic, social and environmental impacts associated with our operations at wpp.com/sustainabilityreport2021

THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGs)

We support the UN SDGs as a framework for government agencies, civil society, the private sector and citizens to work together to create a more sustainable future.

We have assessed our sustainability strategy against the 17 global goals and the 169 targets which sit behind them to identify those which are most relevant for our business.









Good communications are essential to bring about the shift in attitudes and behaviour needed to end extreme poverty, inequality and climate change by 2030. Common Ground is a collaboration between the world's six largest advertising and marketing services groups and the United Nations, created to serve that purpose.

WPP's focus is on gender equality (SDG 5). We partner with UN Women to tackle gender stereotypes in the media and promote equal opportunities for women and girls.

The greatest contribution we can make towards the SDGs is through our client and pro bono work. The table below and the campaign case studies featured in this report indicate which SDGs are most relevant to what we do.

RELEVANT SDGs

OUR RESPONSE

	<p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>Relevant targets: 4.5, 4.7</p>	<p>We partner with schools, colleges and universities, helping to develop and support training in marketing communications skills. Through partnerships including The LaGrant Foundation in the United States and Brixton Finishing School in the UK, we are attracting different voices and perspective to WPP.</p>
	<p>Achieve gender equality and empower all women and girls</p> <p>Relevant targets: 5.1, 5.5</p>	<p>We remain a committed signatory of the Women's Empowerment Principles, a guide for businesses on how to empower women in the workplace, marketplace and community. We are also a proud partner of UN Women, which is a significant beneficiary of our pro bono work.</p> <p>52% of senior managers, 39% of executive leadership roles¹ and 43% of WPP Board members are women. We aim to achieve parity.</p>
	<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>Relevant targets: 8.2, 8.4</p>	<p>We provide employment for 109,000 people across 111 countries. In 2021, our agencies offered paid internships and apprenticeships providing work experience and development opportunities for 8,195 young people.</p>
	<p>Reduce inequality within and among countries</p> <p>Relevant target: 10.2</p>	<p>WPP and its agencies made a series of commitments to fight for racial equity, including publishing workforce diversity data (see page 23). As part of our commitment to invest \$30 million over three years in racial equity programmes, in 2021 we invested \$5.9 million and committed a further \$3.4 million, taking our first-year total to \$9.3 million (read about the projects we are supporting on page 47).</p> <p>As an inclusive business we have signed up to The Valuable 500, a global initiative that is putting disability on the boardroom agenda. Read about examples of inclusive design on pages 12, 17 and 26.</p>
	<p>Ensure sustainable consumption and production patterns</p> <p>Relevant targets: 12.2, 12.6, 12.8</p>	<p>We are taking action against plastic waste and to promote a circular economy (see page 36). We partner with clients on campaigns that help raise awareness of sustainable development and encourage sustainable lifestyles. Examples can be found throughout this report.</p>
	<p>Take urgent action to combat climate change and its impacts</p> <p>Relevant target: 13.1</p>	<p>In 2021 WPP committed to reach net zero emissions across our own operations by 2025 and across our supply chain by 2030, including media buying – an industry first. These commitments are backed by science-based carbon-reduction targets in line with an ambition to limit global temperatures to 1.5°C.</p>
	<p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> <p>Relevant targets: 16.6, 16.7, 16.10</p>	<p>We continue to build on our established foundations for data protection and particularly for data privacy (see page 54). We have been proud to partner with the WHO to produce public awareness campaigns to help limit the spread and impact of Covid-19 which have reached tens of millions of people across 167 countries in more than 20 languages (see page 44).</p>
	<p>Strengthen the means of implementation and revitalise the global partnership for sustainable development</p> <p>Relevant targets: 17.16, 17.17</p>	<p>We use our pro bono work and social investment to support progress on the UN Sustainable Development Goals, partnering with organisations working in areas such as health, human rights and the environment. This had estimated wider social benefits of £257 million in 2021.</p>



To learn more about the UN SDGs, see un.org/sustainabledevelopment

¹ This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2021. For PwC's 2021 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2021' for assured metrics see page 58.

² Executive leadership roles' are defined by WPP as the agency board and executive leadership population as reported through WPP's financial reporting system.



PEOPLE

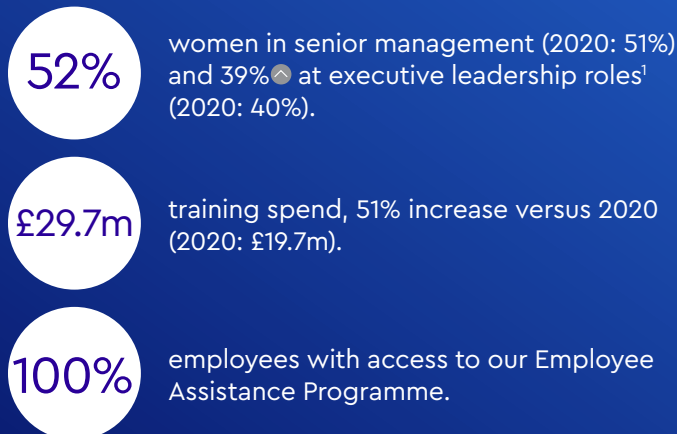
Unlocking the creative potential in every WPP employee.

WHO'S IN CHARGE?

Our Chief People Officer sets our global talent strategy in support of leadership and our global people teams, and champions diversity, equity and an inclusive culture across our companies. The Chief People Officer also promotes our core values of being open, optimistic and committed to extraordinary work throughout WPP, which enables us to attract, retain and grow the best diverse talent.

Our Code of Business Conduct, Human Rights Policy Statement and Sustainability Policy set out our core principles for people management.

HOW ARE WE DOING?



¹ This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2021. For PwC's 2021 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2021' for assured metrics, see page 58.

² Executive leadership roles are defined by WPP as the agency board and executive leadership population as reported through WPP's financial reporting system.

IN THIS SECTION

SKILLS, TRAINING AND DEVELOPMENT

Creating opportunities for our people to learn and develop.

REWARD AND REMUNERATION

Offering attractive remuneration and benefits to win the competition for talent.

DIVERSITY, EQUITY AND INCLUSION

Increasing diversity and fostering the best possible culture. Includes gender and ethnicity diversity data.

UK GENDER PAY GAP

WPP UK Gender Pay Gap Report 2021.

LISTENING AND ENGAGING WITH OUR PEOPLE

How we listen to and engage with our people.

LABOUR RELATIONS

Supporting the rights of our people to join trade unions and to bargain collectively.

HEALTH, SAFETY AND WELLBEING

Supporting our people's physical and mental health and wellbeing.

DEGREE INCLUSIVE

Let's design for a fairer and more inclusive world.

OFFER
EXPERIENCE

AGENCY
WUNDERMAN THOMPSON,
BUENOS AIRES

CLIENT
UNILEVER

15% of the world's population has a disability, yet products and experiences are still not designed with this community in mind. Across the beauty and personal care industry, there is currently no deodorant product to use that's suitable for people with upper extremity impairment or visual impairment.

Degree Deodorant – maker of the world's #1 antiperspirant – is committed to inspiring confidence in everyone to be active and move more. Degree believes no one should be held back from breaking a sweat and enjoying the transformative benefits of movement.

Degree Inclusive is the world's first inclusive deodorant built for people with visual impairment and upper extremity impairment, co-created by an inclusive team of design experts from Wunderman Thompson and SOUR, including occupational therapists, engineers, consultants and people living with disabilities across the globe.

An innovative deodorant designed for the future, Degree Inclusive is inspiring change across the industry.

2bn+
media impressions

72k
organic impressions
in one week

Awards

Cannes Lions, Innovation Grand Prix
Fast Company, Innovation by Design Award
SXSW Innovation Award winner



UNLOCKING OUR CREATIVE POTENTIAL

Activating our purpose starts with our people. Which is why it is our ambition to unlock the creative potential in every WPP employee.

SKILLS, TRAINING AND DEVELOPMENT

Talent is the life-force of WPP. By investing in training and development, we strengthen our creative, technical and leadership skills – including the skills needed to advise our clients on sustainability.

Providing our people with opportunities for training and for professional and personal development also helps keep them engaged in their work and with the Company.

ENABLING CAREER GROWTH

Due to our size and global reach we are uniquely positioned to offer our people excellent growth and mobility opportunities across some of the most exciting, creative companies in the world, with the power to drive meaningful impact on the world around us.

In March 2021, we launched Career Explorer to provide greater transparency into job openings across the network. Over 2021, our companies posted more than 10,000 roles on the platform, receiving over 430,000 views on our internal and external websites.

INVESTING IN LEARNING

In 2021, we invested £29.7 million in learning and development opportunities for our people, a 51% increase from the previous year. We plan to invest an additional £150 million annually in our people by 2025.

Development needs are assessed during a formal appraisal process.

During 2021 we continued to work with our leading technology partners such as Adobe, Amazon, Google, Microsoft, Salesforce and TikTok to enhance our technical expertise and gained over 30,000 accreditations and certifications.

We doubled down on programmes for women, people of colour and the next generation of leaders, because we know our growth depends on effective, diverse leadership.

One example is Elevate, a United States sponsorship programme designed to provide tools to support Black women in their career growth, personal development, and wellbeing. 20% of participants from the first cohort were either promoted or received a raise within eight weeks. In 2022, we are expanding Elevate to the UK.

Our Inclusive Leadership Learning Experience provided 1,000 mid-level managers with the skills needed to embed inclusive ways of working across the employee experience, and will expand to more than 40,000 managers in the coming year.

Our people can also access online courses through LinkedIn Learning, which provides thousands of courses via desktop or mobile devices.

We follow up with training participants to assess the effectiveness of a course and whether it has helped improve performance at work.

51%

increase in year-on-year staff training and development spend

£150m

planned investment annually by 2025 in our people

30,000+

employee accreditations and certifications earned from our leading technology partners such as Adobe, Amazon, Google, Microsoft and Salesforce (2020: 21,000+)

1,000

mid-level managers trained in inclusive leadership with the aim to train 40,000+ in 2022

SKILLS, TRAINING AND DEVELOPMENT CONTINUED

INTERNSHIPS AND APPRENTICESHIPS

Internships and apprenticeships provide young people with valuable experience and WPP with access to an additional talent pool. All our internships and apprenticeships are paid positions that are accessible to people from all backgrounds. Many of our internships are designed to attract diverse candidates. For example, our NextGen Leaders – the first-of-its-kind virtual programme that aims to provide learning, growth and professional development opportunities – has become an integral part of our early-career talent strategy. In our second series we welcomed 1,400 participants from diverse backgrounds, 65% more than in 2020.

In 2021, the Company offered 8,195 paid internships and apprenticeships (2020: 7,190) in more than 50 countries, primarily in Brazil, China, France, Germany and United States.

i Read more about our NextGen Leaders Series on page 20

EDUCATION PARTNERSHIPS

Through partnerships including with The LaGrant Foundation in the United States and Brixton Finishing School in the UK, we are attracting different voices and perspectives to WPP. Many senior staff also share their

time and expertise with not-for-profit organisations and academic institutions as visiting lecturers and teachers.

During the year we partnered with The One Club for Creativity to host the Behind the Stonewall Riots competition for Black LGBTQ+ creatives, awarding the winners internship opportunities at WPP (see 'LGBTQ+' on page 24).

CLIMATE TRAINING

We are training our people in carbon reduction and climate-related issues.

In 2021, we continued to train our people to deliver net zero products and services through programmes such as AdGreen, an initiative to unite the advertising industry in eliminating the negative environmental impacts of production (page 34), and to innovate on behalf of our clients through initiatives like Change the Brief, now open-sourced across our industry through the Change the Brief Alliance. To deliver our net zero strategy we are developing training and resources to upskill our people on climate-related issues, from GroupM's new climate fundamentals training to our Sustainability playbook, which will be updated in 2022.

8,000+

paid internships in 50+ countries

1,400

NextGen Leaders participants, more than double the amount of 2020

REWARD AND REMUNERATION

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

We consult our employees about significant changes to remuneration policy. For example, Jasmine Whitbread, Chair of the Compensation Committee, the WPP Chief People Officer and the Global Reward and Performance Director attended Workforce Advisory Panel meetings and engaged with members on remuneration and the impact of remuneration policy and outcomes (see page 27). Not all markets offer identical benefits, but they typically include retirement savings plans, health and wellness programmes, employee assistance schemes and life assurance.

Our pay for performance philosophy applies throughout the Company and the leadership team believes our people should be rewarded for such outstanding performance in 2021. A record bonus pool will be extended to a wider group of

employees than is typical, with over half of employees receiving some form of annual bonus to recognise their efforts in 2021.

Senior people may participate in share-based incentive plans that align their reward with that of our shareholders. WPP has operated worldwide stock option plans since 1997 and made grants to more than 43,000 eligible employees in 2021. Since 1997, approximately 206,000 employees have been granted more than 105 million shares.

Executive pay is set in accordance with our Directors' Compensation Policy and the UK Corporate Governance Code. The Policy is designed to attract and retain the best available talent by incentivising Directors to develop their skills and their teams, and so deliver excellent client service and sustainable shareholder returns. In 2021 we included diversity, equity and inclusion goals in our incentive plans for senior executives for the first time, and carbon-reduction in incentive plans for Executive Directors.

i Find information about the CEO pay ratio in our Annual Report 2021, page 153

50%+

employees awarded some form of annual bonus to recognise their efforts in 2021

43,000+

employees eligible for WPP stock option plans (2020: 42,000+)

2021

diversity, equity and inclusion goals included in incentive plans for senior executives for the first time in 2021

NEXTGEN LEADERS

Unlocking WPP for the next generation.

Our ambition is to lower the barrier to entry into the creative industry and create a robust pipeline of early talent for WPP and our clients. In 2020, amidst the challenges of the global pandemic, we created NextGen Leaders, a ten-week virtual learning programme for college students and recent graduates across the globe.

The programme provides participants with insights into the marketing industry and an in-depth look at WPP – from our culture to creativity and innovation, and how we work with our clients.

In our second series in July 2021, 100 leaders from across more than 20 WPP companies welcomed 1,400 participants. NextGen has inclusion at its core, which is reflected in the diverse pool of participants:

- 50% of participants in the US and UK identified as Black, Asian or LatinX
- 60% identified as female
- 11% identified as LGBTQ+
- 8% identified as having a disability/ neurodiversity¹

All participants received a certificate of completion from Coursera and many secured internships or full-time positions across WPP.

For our third series, we want to continue to attract a diverse population with a goal of doubling the number of participants to 3,000 globally. We will work closely with WPP agencies to understand hiring needs, mapping internship and early-career roles for NextGen graduates.

1,400
participants

50%
of participants in the US & UK identified as Black, Asian or LatinX

100
leaders from across WPP

11%
of participants identified as LGBTQ+



¹ Percentages reflect those participants who responded to the survey.



I never thought I'd learn so much in only 10 weeks! It was a game-changer for me. Interacting with WPP leaders across the world has helped me understand the power of creativity, innovation and technology. It has shed a light on the importance of diversity and inclusion and how critical it is to embrace yourself no matter who you are, where you are from or what your background is.

FARAH BOUGUERRA
Tunisia



I got to learn so many different things throughout the course and the live sessions. Additionally, it even broadened my network. It was definitely an opportunity that I am glad that I could take part in.

MADHURA MAZUMDAR
India



A sincere thank you to Mark Read and to all of WPP. I am grateful for this opportunity that allowed me to better understand the different brands, their way of working, how they manage to create a link with their consumers, the process of setting up an advertising campaign, the questions to ask, and so much more.

BENJAMIN KODJO KOGBLE
Togo



INCLUSIVE LEADERSHIP

Building inclusion as a skill in a hybrid world.

We've heard from our people that they want to work somewhere with an inclusive culture. A place where they can be their true, authentic selves and are trusted and relied upon to do their best, most creative work. Our goal is to help remove the barriers that may prevent people from thriving. We believe inclusion is a skill to be developed – one that requires knowledge, practice and action – and we know managers play a critical role in creating an inclusive employee experience. They hold the keys to increasing retention and promotion through more inclusive leadership behaviours.

Inclusive Leadership in a Hybrid World is a five-week, interactive, live and on-demand experience delivered in bite-sized moments of engagement. The experience aims to leave participants with a roadmap for how to build themselves into a more inclusive leader, resulting in better decision-making, an increased sense of belonging and greater accountability.

Designed in partnership with UniWorld Group (UWG), a WPP associate, the learning experience provided the foundations of DE&I, how to build trust amongst a team, how to apply cultural intelligence and the fundamentals of inclusive leadership in a hybrid world.

We launched a pilot in 2021 with a cross-section of 1,000 mid-level managers across five companies and four countries (China, India, UK and United States).

Our long-term goal is to make this learning experience available to everyone across WPP, starting with 40,000 managers globally in 2022.

40,000
managers to be
trained by 2022



In partnership with
UniWorld Group



DIVERSITY, EQUITY AND INCLUSION

FOSTERING THE BEST POSSIBLE CULTURE

When all our people feel secure, safe and confident to share their ideas, it has a direct impact on creativity and the power of collaboration.

We put the principles of diversity, equity and inclusion (DE&I) at the centre of everything we do, from how we hire and grow our people, to how we ensure our philosophy on performance management prioritises fairness and equity. Our ambition is to create workplaces where our people feel not only that they have opportunities to thrive, but also that they are celebrated.

Our Code of Business Conduct sets out our commitment to select and promote our people without discrimination or concern for factors such as sex, gender, race and ethnicity, sexual orientation, age, religion, disability or family status. This Code applies to all our people.

In 2021, we piloted our Inclusive Leadership in a Hybrid World learning experience for 1,000 mid-level managers to help equip them with the skills needed to embed inclusive ways of working across the employee experience. We will expand the programme to more than 40,000 managers in the coming year.

We also created a central team to better support and share best practice across our 150 active employee resource groups. These groups are centres of inspiration, passion and connection.

Read about Unite, our Company-wide LGBTQ+ community, on page 24

To underline the importance of our commitments and to ensure accountability, we included DE&I goals in the annual bonus plans of our leadership across WPP for the first time in 2021. We review progress made against those goals on a regular basis.

ETHNICITY

WORKFORCE DIVERSITY DATA

As part of our commitments to advance racial equity, we published our workforce diversity data in the United States and the UK for the first time in last year's Sustainability Report. Our aim is to hold ourselves accountable as we continue to create an inclusive culture for all our people and improve diversity at all levels of the Company.

Read more about our Racial Equity Programme on pages 44 and 47


ABOUT THE DATA

Our workforce diversity data reporting on page 23 covers our operations in the United States for 2019-2021 and the UK for 2020-2021. We are working on collecting ethnicity data in other markets where we are legally allowed to do so.

Our United States data comes from our Equal Employment Opportunity Commission (EEOC) disclosures. The figures in the table on page 23 cover 100% of our United States' workforce. For the purpose of data analysis, it treats full- and part-time employees the same, with the seniority classifications aligned to EEOC job classification.

The data shown for the UK covers the approximately 75% of our workforce who have disclosed their ethnicity on a confidential basis. The seniority classifications used are aligned with the way in which we categorise employees in our finance system. Our UK data captures employee headcount on a full-time equivalent basis.

Given the differences in data collection and differing job level classifications used in each country, the United States and UK data sets are not directly comparable. To improve our reporting capability and provide a more consistent and global picture of our workforce, we are building a centralised system for gathering and reporting ethnicity data. This will allow for like-for-like comparisons across the United States and UK moving forward and establish a benchmark for our reporting.

For the first time, UK diversity data marked  has been subject to independent limited assurance by PwC (see page 58). We are working to improve the consistency and granularity of United States' data capture so that it can be included in scope for assurance in 2022.

DRIVING SYSTEMIC CHANGE

While the figures show some progress, the data highlights the fact that employees in the UK and the United States from Black, Asian, and other minority ethnic groups are underrepresented at all levels of the Company, especially at senior and leadership levels. We know we still have a huge amount of work to deliver on our commitments to advance racial equity.

Our global Inclusion Council was established to help accelerate change throughout WPP, recommend programmes, policies and initiatives that will systemically create more inclusive and diverse workplaces, remove barriers to progress and assist in setting aspirational targets for elevating under-represented talent. Our network of DE&I leaders, along with other champions of DE&I across our operating companies, also continue to help us drive and accelerate the change we need to see across our agencies highlighting our commitment to sustained momentum.

Last year, we implemented our diverse candidate slate policy in APAC, Canada, the UK and United States, which means that for the first time roles are now specifically marketed and accessible to candidates from underrepresented groups.

We expanded development opportunities for employees of colour. One example is Elevate, a United States' sponsorship programme designed to provide tools to support Black women in their career growth, personal development, and wellbeing. 20% of participants from the first cohort were either promoted or received a raise within eight weeks. In 2022, we are expanding Elevate to the UK. We also nominated 65 Black managers to participate in McKinsey's Manager Accelerator Programme and 29 Black leaders participated in the McKinsey Leadership Development Programme.

In July 2021 we welcomed the second cohort to our NextGen Leaders programme, designed to lower the barrier to entry into the creative industry. In the United States and UK, 50% of participants identified as Black, Asian or LatinX.

WORKFORCE ETHNICITY DATA FOR UNITED STATES AND UK¹

UNITED STATES 2019, 2020 AND 2021 DATA^{2, 4, 5}

Level	Year	Asian	Black or African American	Hispanic or Latino	Other ethnic group ³	Two or more ethnicities	White	Unknown or undisclosed
Senior/Executive Level Managers	2021	6.7%	4.2%	7.2%	0.3%	1.4%	79.7%	0.5%
	2020	5.8%	2.5%	5.2%	0.1%	1.1%	84.4%	0.9%
	2019	5.3%	2.3%	5.0%	0.9%	0.9%	85.6%	0.0%
First/Mid-Level Managers	2021	10.2%	4.6%	8.2%	0.5%	1.6%	74.2%	0.7%
	2020	9.6%	4.4%	7.7%	0.2%	1.5%	76.4%	0.1%
	2019	9.3%	3.7%	7.4%	0.6%	1.7%	77.3%	0.0%
Professionals	2021	13.9%	8.0%	11.2%	0.6%	3.1%	62.0%	1.3%
	2020	13.8%	7.2%	10.7%	0.7%	2.4%	64.1%	1.2%
	2019	13.0%	6.8%	10.3%	2.3%	2.2%	65.5%	0.0%
All Staff	2021	12.4%	6.8%	10.1%	0.5%	2.6%	66.5%	1.0%
	2020	12.3%	6.2%	9.7%	0.4%	2.1%	68.2%	0.9%
	2019	11.7%	5.8%	9.3%	1.7%	2.0%	69.4%	0.0%

UNITED KINGDOM 2020 AND 2021 DATA⁴

Level	Year	Asian	Black	Mixed / Multiple	Other Ethnic Group	White	Unknown or undisclosed
Board Members or Executive Leaders	2021 ²	5.0%	1.2%	1.6%	2.6%	80.0%	9.7%
	2020	3.6%	0.8%	1.7%	1.3%	86.4%	6.1%
	2019	3.5%	1.1%	0.2%	16.0%	79.3%	0.0%
Senior Managers	2021 ²	6.4%	2.5%	2.4%	2.3%	76.2%	10.1%
	2020	5.8%	2.4%	2.6%	2.6%	79.5%	7.1%
	2019	7.0%	1.9%	2.5%	13.6%	75.0%	0.0%
Other Employees	2021 ²	9.1%	4.7%	3.2%	4.0%	60.7%	18.3%
	2020	9.1%	4.7%	2.8%	4.7%	69.2%	9.5%
	2019	9.8%	4.4%	2.8%	14.4%	68.5%	0.0%
All Staff	2021 ²	8.4%	4.2%	3.0%	3.6%	64.5%	16.4%
	2020	8.2%	4.1%	2.7%	4.2%	71.8%	8.9%
	2019	9.0%	3.8%	2.6%	14.4%	70.1%	0.0%

¹ The United States and UK data sets are not directly comparable due to current differences in data collection, differing job level classifications and differences in how full- and part-time employees are captured in employee headcount in each country.

² Our 2021 data will be submitted to EEOC in May 2022.

³ 'Other ethnic group' includes data for native American and native Hawaiian disclosures. These are no greater than 0.4% at each level.

⁴ Changes in our US and UK data reflect a number of structural changes we have made to our business in the year, including disposals, as well as employee attrition.

⁵ US ethnicity data is not subject to assurance in 2021. Data quality issues were identified and we are working towards improving our methods of data capture in 2022.

● These metrics were subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2021. For PwC's 2021 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2021' for assured metrics, see page 58.

GENDER BALANCE

We aim to reach gender parity at all levels of our business.

Half (52%) of our senior managers are women (2020: 51%). The proportion of women in executive leadership roles¹ is 39% (2021: 40%). The proportion of women on the Executive Committee increased to 35%, compared with 29% in the previous year. At Board level, the proportion of women is 43% (2020: 43%). In 2021 we were named an industry leader in the Bloomberg Gender-Equality Index for the fourth consecutive year.

To continue advancing gender equity, we expanded our Stella community into India, with over 50 leaders across WPP completing more than 500 hours of mentoring to help guide and inspire 67 aspiring female leaders.

We remain a committed signatory of the Women's Empowerment Principles, a guide for businesses on how to empower women in the workplace, marketplace and community. We are also a proud partner of UN Women. In 2021, we launched #ActForEqual on International Women's Day to mobilise people and businesses ahead of the UN Women's Gender Equality Forum.

UK GENDER PAY GAP

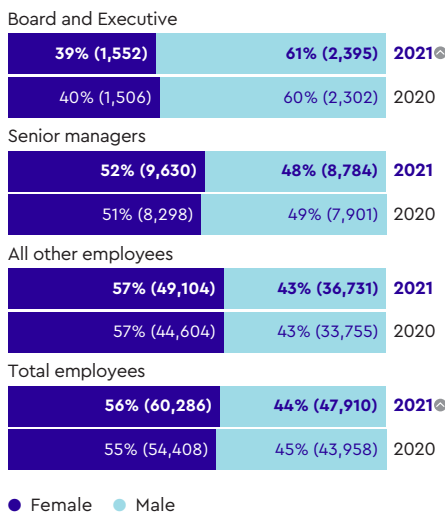
The UK Government requires all UK companies with 250 or more employees to report their gender pay gap information on an annual basis. To give the most representative picture of WPP overall, we publish the consolidated data for all our UK companies with at least 250 employees.

Our 2021 consolidated UK gender pay gap decreased to 15.6% (median) and 22.2% (mean) from 17.5% and 24.6% respectively in 2020. 69% of our individual companies decreased their median pay gaps. In 2021, our median gender bonus gap reduced to 20.3%, compared with 50.0% in 2020, reflecting the lower levels of bonuses paid due to the impact of the pandemic.

Despite this progress, we know we need to go further to close the gender pay gap by focusing on gender balance in the highest pay quartiles. During 2021, we invested in several initiatives (detailed in the report) to attract and promote more women into more senior roles.

¹ 'Executive leadership roles' are defined by WPP as the agency board and executive leadership population as reported through WPP's financial reporting system.
 * This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2021. For PwC's 2021 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2021' for assured metrics see page 58.

GENDER DIVERSITY



Gender diversity figures exclude a small proportion where gender is unknown or undisclosed. In 2021, this accounted for 1% of total headcount.

We will continue to invest in and prioritise the development of women at all levels knowing that it is a top priority for our people and the future success of our business.



UNSTEREOTYPE ALLIANCE

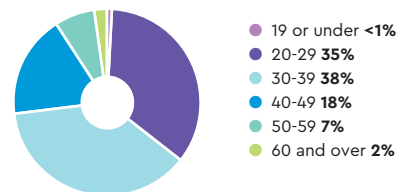
WPP and our agencies support the Unstereotype Alliance, a UN Women initiative that seeks to eradicate harmful gender stereotypes from all media and advertising content. Since its inception, our agencies have been active within the Alliance, making commitments to eradicate stereotypes from their work, producing research that supports the Alliance's manifesto, and promoting diversity within their workforce.

In March 2021, WPP became a founding member of India and Mexico national chapters of the Unstereotype Alliance.

LGBTQ+

WPP Unite, our Company-wide LGBTQ+ community, advises on policies that impact the LGBTQ+ talent of WPP and its agencies to ensure diverse thinking and creativity thrive within WPP's workplaces and within its work. Spearheaded in the UK and United States, in 2021 Unite expanded to Hong Kong and India and in 2022 it will expand to other regions. In 2021, WPP was proud to achieve

AGE DIVERSITY



Age diversity figures exclude a small proportion where age is unknown or undisclosed. In 2021, this accounted for 1% of total headcount.

the highest score of 100% in the Corporate Equality Index, which measures the attractiveness of workplaces for LGBTQ+ employees.

During the year, with the support of Unite, we developed the LGBTQ+ inclusive marketing resource hub, to equip our people with the knowledge, skills and resources to create more inclusive marketing.

We also partnered with The One Club for Creativity to host the Behind the Stonewall Riots competition for Black LGBTQ+ creatives. We invited this community to respond to a brief designed to honour the trans women and gender non-conforming individuals behind the Stonewall Riots, who paved the way for the LGBTQ+ community. In addition to offering all participants access to our NextGen Leaders content, we offered the winners cash prizes and internship and mentoring opportunities at WPP.

Inspired by the brown stripe on the Pride Progress Flag (which we interpreted to represent intersectionality), WPP Unite partnered with sibling network Roots to curate and co-host 'Welcome To My Intersection', a panel event of LGBTQ+ people from across the WPP network bringing their personal stories of intersection to life through spoken word, performance, conversation, and other creative means of storytelling. This event was part of a series of events that ran throughout the month of Pride.

WPP: A GLOBAL COMPANY

NORTH AMERICA

WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



UNITED KINGDOM

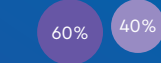
WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



WESTERN CONTINENTAL EUROPE

WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



CENTRAL & EASTERN EUROPE

WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



WORKFORCE

- People employed by WPP agencies in a given region or country

GENDER BALANCE

- Male
- Female

LATIN AMERICA

WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



AFRICA

WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



MIDDLE EAST

WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



ASIA PACIFIC

WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



DISABILITY

We recruit, select and promote our people on the basis of their qualifications, relevant experience and merit, without discrimination or concern for disability. Candidates are assessed objectively against the requirements of the job, taking account of any reasonable adjustments that may be required for candidates with a disability. For people who develop a disability during their employment, we make adjustments to their working environment or other employment arrangements wherever possible, within a reasonable time frame and in consultation with the employee.

WPP is a proud member of The Valuable 500, a global business collective made up of 500 CEOs and their companies, innovating together for disability inclusion. People who identify as being permanently disabled are the fastest-growing minority in the world and influence more than US\$13 trillion in annual disposable income¹. As part of our commitment, we established a centre of excellence for inclusive design to help our clients make their customer experiences disability inclusive and accessible (for examples, see pages 12 and 17).



¹ Return on Disability, World Federation of Advertisers, September 2020.

**SUPERUNION:
INCLUSIVE BY DESIGN**

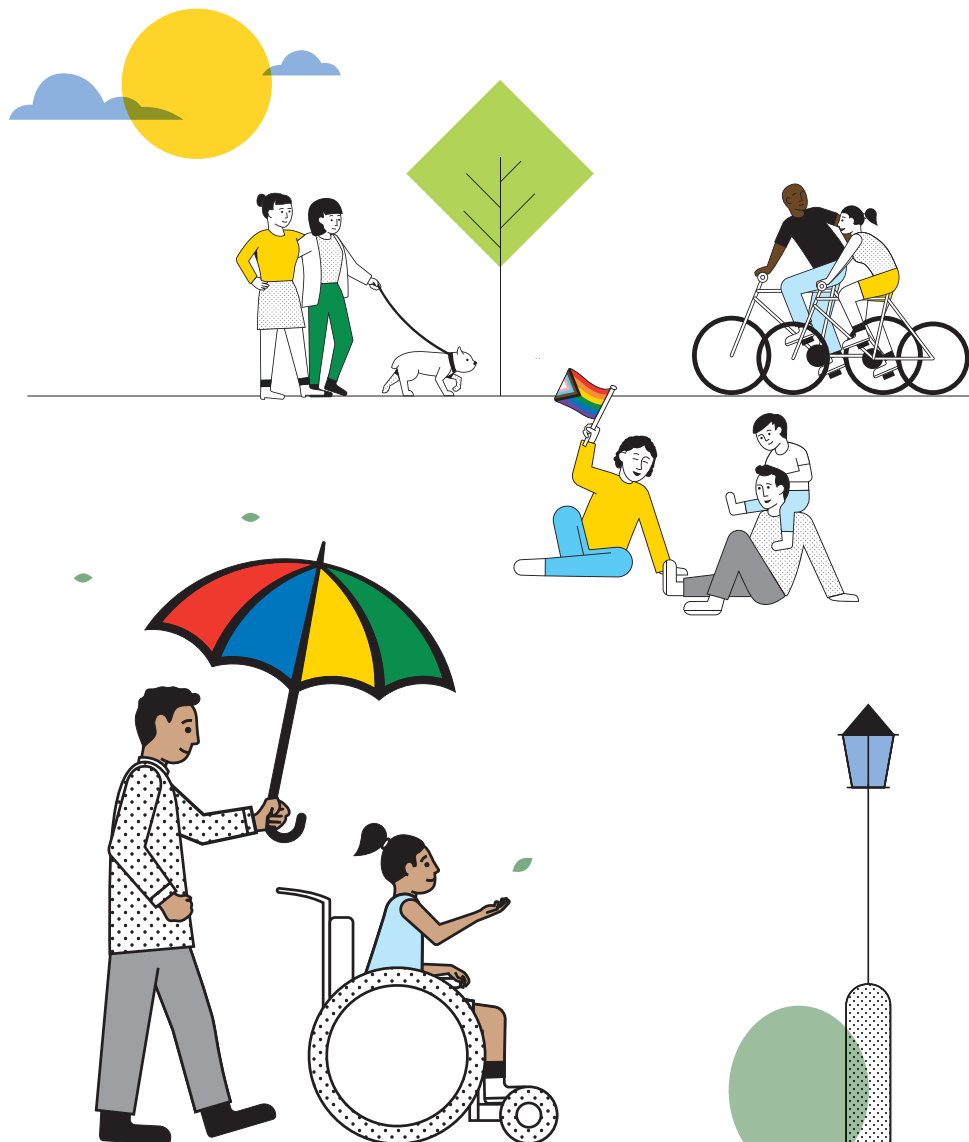
Helping clients express their commitment to social sustainability through creating inclusive and accessible brands

To support our clients on their sustainability journeys, Superunion has created a new four-step methodology to help organisations define their ownable and differentiated sustainability stories, and in turn to deliver on their sustainability goals.

Inclusive design is at the heart of the approach, enabling the creation of brands that are 360° inclusive: representative of the diversity of people and their experiences, challenging stereotypes to drive behaviour and perceptual change, and open and accessible to all.

Take Legal & General, whose purpose is to improve the lives of its customers, build a better society for the long term, and create value for its shareholders. To help the company express its commitment to 'Inclusive Capitalism' and social sustainability through its brand, Superunion created illustration and photography principles which ensured that age, disability, gender, ethnicity, relationships and body shapes are approached in an inclusive and representative way.

In 2021 Superunion was engaged on sustainability-related workstreams with 80% of its top 20 global clients.



LISTENING TO AND ENGAGING WITH OUR PEOPLE

As we adapted to new ways of working, we launched WPP Pulse, our first global Company-wide survey, with more than 43,000 participants across more than 100 countries.

This showed what our people want most from WPP: fulfilling careers, where they grow and discover new ways of working and learning; the opportunity to contribute to inspiring work that creates impact for their clients; and a sense of belonging at a company they are proud to be part of.

Put simply, what we heard determined our focus areas for the year ahead.

As part of our virtual global CEO townhall series, Mark Read was joined by WPP leaders for candid discussions about issues important to our people, with over 44,000 participants tuning in during the year, up from 39,000 in 2020. CEO direct-to-staff emails accumulated over one million unique opens over the year.

Our global internal email newsletter, *The Weekly*, received over 1.3 million opens across 49 editions. WPP TV invited more than 1,000 speakers to share their expertise over 126 episodes, with 200,000 views in total.

ADAPTING TO NEW WAYS OF WORKING

As we navigated Covid-19 restrictions, we learned we can deliver outstanding service for our clients in a flexible working environment. We won pitches without ever having been in the same room and were awarded for inspiring work by teams who had never met in person.

During the year, we continued to build on the new ways to connect that we established at the start of the pandemic.

Our new hybrid working practices are grounded in the reality that work is a part of life, not the other way around, while recognising the important role our campuses and offices play in bringing our people together to create, collaborate, learn and socialise.

BOARD ENGAGEMENT

To ensure our Board understands the views of our employees on WPP's purpose, values and strategy, and to consult on key people issues, WPP established a UK Workforce Advisory Panel (WAP) in 2019. Sponsored by our UK Country Manager, the WAP has representatives from across our UK business who gather feedback from their agencies to feed up to the WPP Board, with Cindy Rose fulfilling the position of designated Non-Executive Director.

During the year, similar People Forums were established in the United States and India to enable further engagement with the Company's global employee base.

Cindy Rose attends the WAP meetings and, where possible, the United States and India People Forums. Cindy presents updates on issues discussed at Board meetings throughout the year and engages and hears from our people on a broad range of topics. The views and insights from the various forums are shared directly with the Board, and the Board's feedback and how the insights have informed decision making is presented back.

Issues raised at the WAP meetings and People Forums included return to office plans and future working environments, diversity and inclusion, sustainability, talent frameworks and development, and mental health and wellbeing.

During 2021, Keith Weed, Sustainability Committee Chair, and Tom Ilube also attended WAP meetings to discuss topics such as sustainability and diversity and inclusion. Jasmine Whitbread, Chair of the Compensation Committee, the WPP Chief People Officer and the Global Head of Reward also attended WAP meetings and engaged with members on remuneration and the impact of remuneration policy and outcomes.

INCLUSION COUNCIL

Our global Inclusion Council was established in 2020 to help accelerate change throughout WPP. Its role is to recommend programmes, policies and initiatives that will systemically create more inclusive and diverse workplaces, provide input on leadership succession, remove barriers to progress and assist in setting aspirational targets for elevating under-represented talent.

To help design the internal grant-making process for our Racial Equity Programme, we held a series of internal listening sessions with the global Inclusion Council, DE&I leads from across the business and employee resource groups. As a result of their input, all first-round applications undergo employee peer review, which has become one of the most important components of the programme.

i Read more about our Racial Equity Programme on pages 44 and 47

SUPPORTING OUR EMPLOYEES TO PLAY THEIR PART

We know employees want to work for a company that is willing to stand up for the issues they care about.

As part of our Racial Equity Programme, WPP committed in June 2020 to match personal donations by employees to several non-profit organisations up to \$1,000 per person, to a total of \$1 million (see page 44).

In December, we announced our partnership with the World Health Organization, to create the \$5 vaccine (\$5V) campaign, which calls on people to spend the price of a coffee on a shot that could save someone's life. WPP donated 10,000 vaccines on behalf of our clients and matched every \$5V bought by our own people (see page 46).

SUSTAINABILITY ENGAGEMENT

Across our agencies, a growing network of green teams are connecting sustainability enthusiasts to embed sustainability initiatives and drive change in their offices. In April 2021, on Earth Day, they played an active role in launching WPP's new net zero commitments.

The climate emergency is of growing concern to our people. During the year, agencies including GroupM, Hogarth and Landor & Fitch have developed training and tools to equip our people with knowledge around the science of climate change and give them practical tools with which to respond. This remains a priority in 2022.

44,000

participants in virtual CEO townhalls

1 million+

unique opens of CEO all-staff emails

1,000+

speakers on WPP TV across 126 episodes with 200,000 views

LABOUR RELATIONS

We support the rights of our people to join trade unions and to bargain collectively, although trade union membership is not particularly widespread in our industry. In 2021, around 4% of our employees were either members of a trade union or covered by a collective bargaining agreement (2020: 4%). We held 268 consultations with works councils, mainly in Europe (2020: 185).

We have made around 3,300 redundancies as a consequence of the Covid-19 pandemic and also as part of our transformation programme, as we merge and restructure some agencies. We consulted with our employees as appropriate and supported

affected people through our Employee Assistance Programme which includes outplacement in appropriate cases. We have also created an internal talent marketplace to try and ensure any open roles are filled by employees who have the right skills before recruiting for those roles externally.

In 2021, there were 35 cases against WPP agencies reporting through employment tribunals and other external channels (2020: 38). We resolved 29 cases, including some reported in previous years. Of these, eight were withdrawn, 17 settled, two judged against our agencies and two judged in our favour.

100%

employees with access to Employee Assistance programme

HEALTH, SAFETY AND WELLBEING

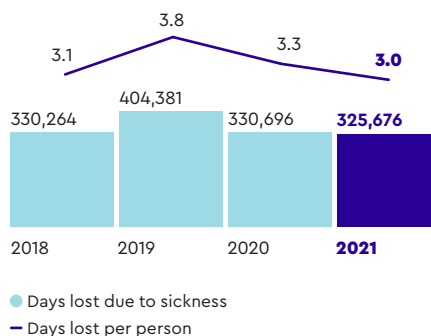
Supporting our people's physical and mental health and wellbeing is good for our people and good for business. Our companies are required to have a health and safety policy in place.

Our overall sickness absence rate in 2021 was 3.0 days per employee (2020: 3.3). This includes non-work-related illness and injuries, work-related illness and injuries, and occupational diseases such as work-related stress and ergonomic injuries. There were no work-related fatalities in 2021.

Health and safety data is collected locally. In 2021 inconsistencies were identified in how this data is defined and collated. We are working to improve consistency and, once remediated, aim to include health and safety data in scope for independent limited assurance in future.

In 2021 WPP strengthened its crisis management and business resilience (CMBR) measures through the launch of a centralised CMBR unit, which coordinated the Company's response to the Covid-19 pandemic and to extreme weather and political events that caused disruption to our operations.

DAYS LOST DUE TO SICKNESS



MENTAL HEALTH

Work-related stress is one of our main – and growing – health and safety hazards.

With the challenges of the pandemic and injustices around the world impacting mental wellbeing, we launched our Mental Health Allies programme, providing mental health training to 500 leaders, HR professionals and employees across the UK and United States. We will expand into more regions in 2022.

Our Employee Assistance Programme covers all our people around the world and is designed to help employees manage and prevent challenges so they can stay healthy in their work life and personal life. The programme is a 24/7 service for employees and eligible family members that provides access to free confidential counselling and support, as well as resources on topics such as managing stress, dealing with loss and referrals to local financial or legal help.

INDIA COVID RELIEF FUND

In 2021, the pandemic had a terrible impact on our 8,000 people in India, with many of our colleagues and their families directly affected. Given the severity of the situation, WPP established a dedicated Covid Relief Fund to provide direct support for colleagues and their families in India, and our wider communities.

Support for our people included: helpdesks for information about resources and services including hospitals and testing locations; access to 24/7 ambulance services across 100 cities; access to oxygen concentrators; as well as running a vaccination drive across all the cities we operate in.

Through the WPP India Foundation, we were also able work with its long-established charitable partners to provide targeted support to communities most in need of help. We encouraged colleagues around the world to donate to these local charity partners, matching every donation made.





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 Global Sustainability Director 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?

0.32 tonnes CO₂e emissions per person from direct operations (Scope 1 and 2), a 38% reduction year-on-year (2020: 0.52 tCO₂e).

\$2.5bn sustainability-linked revolving credit facility, a first step in embedding sustainability commitments within financing arrangements.

74%[Ⓜ] of electricity sourced from renewable sources (2020: 65%).

A- CDP climate change score, reflecting the ambition of our new net zero strategy and emissions-reduction targets (2020: B).

[Ⓜ] Independent limited assurance will be sought by WPP over our percentage electricity purchased from renewable sources and Scope 2 market-based GHG emissions reporting. The assurance report will be made available on our website.

IN THIS SECTION

OUR CLIMATE STRATEGY

Our response to the climate crisis, including our commitment to reach net zero carbon emissions by 2030.

UNDERSTANDING OUR EMISSIONS

Details of our carbon emissions profile.

REDUCING SCOPE 1 EMISSIONS

Including our campus strategy and emissions from company cars.

REDUCING SCOPE 2 EMISSIONS

Including progress against our target to purchase 100% electricity from renewable sources by 2025.

REDUCING SCOPE 3 EMISSIONS

Breakdown of our Scope 3 emissions and plans to address emissions hotspots including media, production and air travel.

OFFSETTING

Our approach to offsetting and purchases in 2021.

TRANSPARENCY AND DISCLOSURE

Including a summary of our fourth Task Force on Climate-related Financial Disclosures statement, CDP climate change disclosure, and approach to data quality.

CIRCULAR ECONOMY

Our approach to managing waste and resources.

BLUE PARADOX

What difference can a drop in the ocean make? Everything.

OFFER EXPERIENCE

AGENCY
OGILVY, CHICAGO

CLIENT
SC JOHNSON

The ocean gives us life in every beautiful, surprising, fascinating and spellbinding way imaginable. But as much as we depend on the oceans to survive, future generations depend on us. The plastic pollution problem has become a global crisis and disruptive change is needed now.

The sheer volume of plastics reaching the ocean has grown to impact marine life, ecosystems and food chains all around the world. And since plastics can take hundreds of years to decompose, the issue is not going away on its own anytime soon. But the first step to solving a problem of this immense scale is to understand it.

So Ogilvy worked with SC Johnson to launch The Blue Paradox exhibition, an immersive educational experience with 360-degree digital projections, that brings the permanence of plastic front-and-centre, encouraging visitors to take meaningful action.

During a 13-day run, The Blue Paradox, in White City, London, invited the public to walk beneath the ocean's surface to explore the impact plastic waste has on our planet's most valuable natural resource and to better understand how businesses, governments and individuals can work together to create a more sustainable world.

For every visitor to The Blue Paradox, SC Johnson donated to Conservation International to help protect an area of the ocean – roughly six times the size of Greater London.

22,837

visitors in the exhibition's 13-day run

97%

of attendees said they would change their habits in relation to plastics

16.3m

TikTok views



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 to the UNFCCC's Race to Zero campaign.

By 2030, we want to be a net zero business, and to have played a role in helping our clients – and society – transition to a net zero economy.

In April 2020 we committed to reach net zero emissions in our operations (Scope 1 and 2) by 2025 and our supply chain by 2030. This includes emissions from media buying (more than half of our total footprint¹) – an industry first. To deliver this we have set science-based reduction targets (see right), approved by the Science Based Targets initiative (SBTi) in June, to reduce emissions as far and as quickly as possible. Our 2021 performance is set out in the charts below.

In November 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.

Of our 50 largest clients, 62% have set or are committed to setting science-based reduction targets through the SBTi. These clients look to us to help them find and scale solutions (for an example, see page 38). We also know that collaboration with clients and suppliers will be critical in delivering against our own targets. We are very focused on the role our companies can now play in promoting low-impact and regenerative living.

84%

absolute Scope 1 and 2 GHG emissions reduction by 2025 from a 2019 base year¹

50%

absolute Scope 3 GHG emissions reduction by 2030 from a 2019 base year², including media buying – an industry first

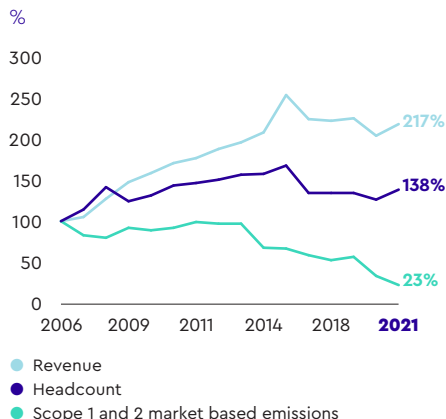
Net zero

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

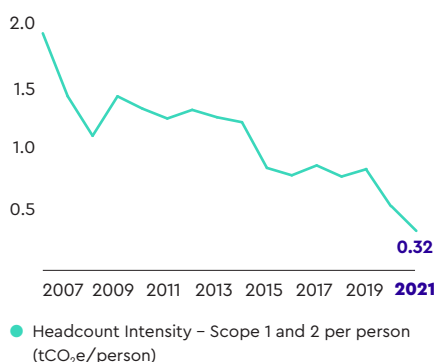
¹ 2019 baseline data.
² Target verified by SBTi in line with ambition to limit climate change to 1.5°C from pre-industrial levels.

2021 PERFORMANCE

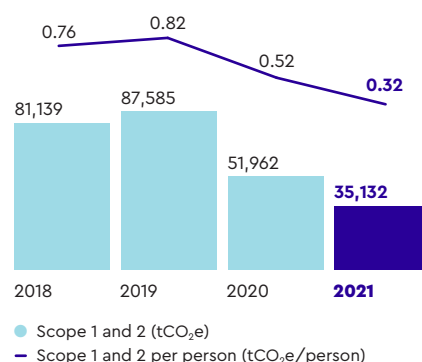
DECOUPLING GROWTH 2006-2021



SCOPE 1 AND 2 (MARKET BASED) TONNES CO₂e EMISSIONS PER PERSON

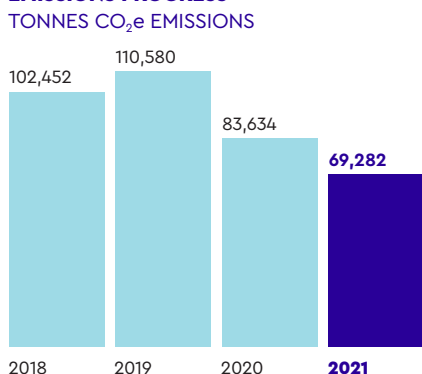


MARKET BASED SCOPE 1 AND 2 CARBON EMISSIONS PROGRESS



Our scope 1 and 2 market based emissions for 2021 were 0.32 tCO₂e/person, a 38% reduction from 2020. Our carbon intensity per £1 million revenue was 2.74 tCO₂e, a 37% reduction since 2020.

LOCATION BASED SCOPE 1 AND 2 CARBON EMISSIONS PROGRESS



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.

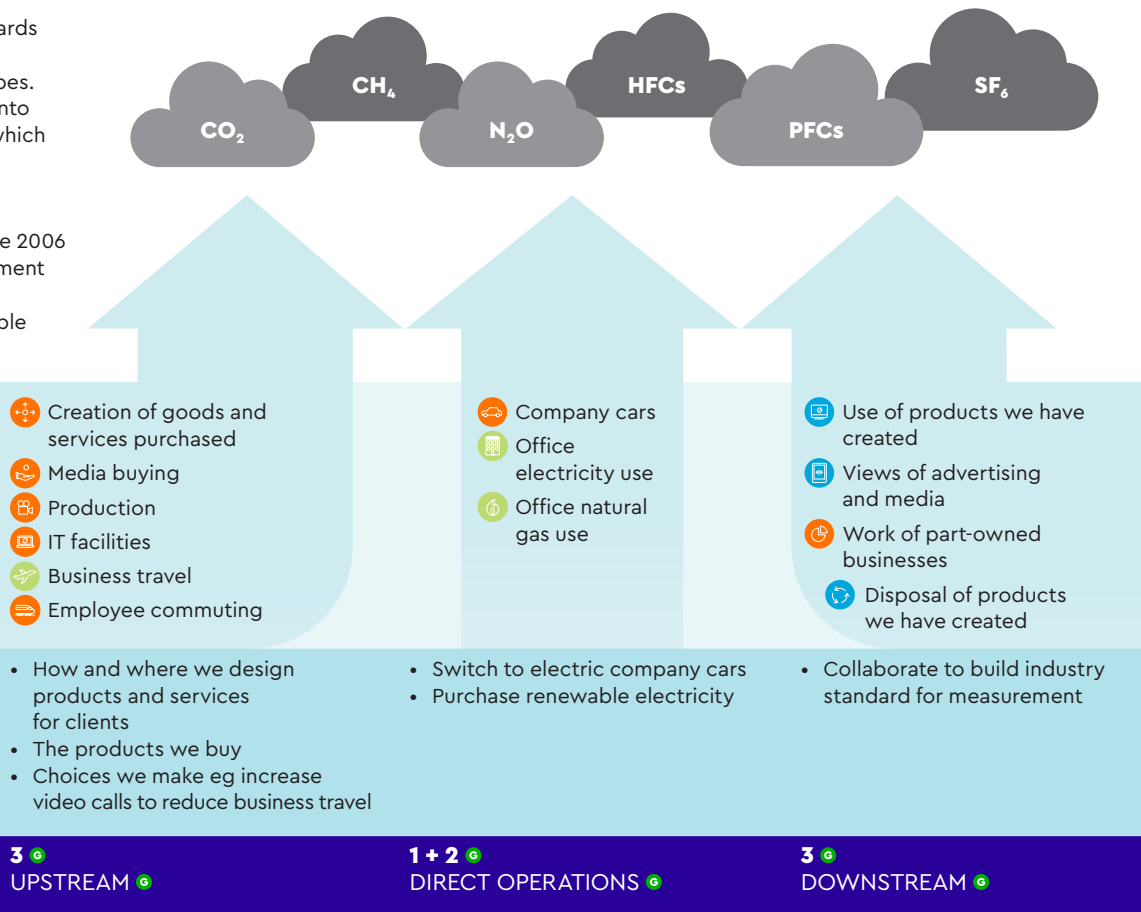
EMISSION SOURCES IN WPP'S VALUE CHAIN

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

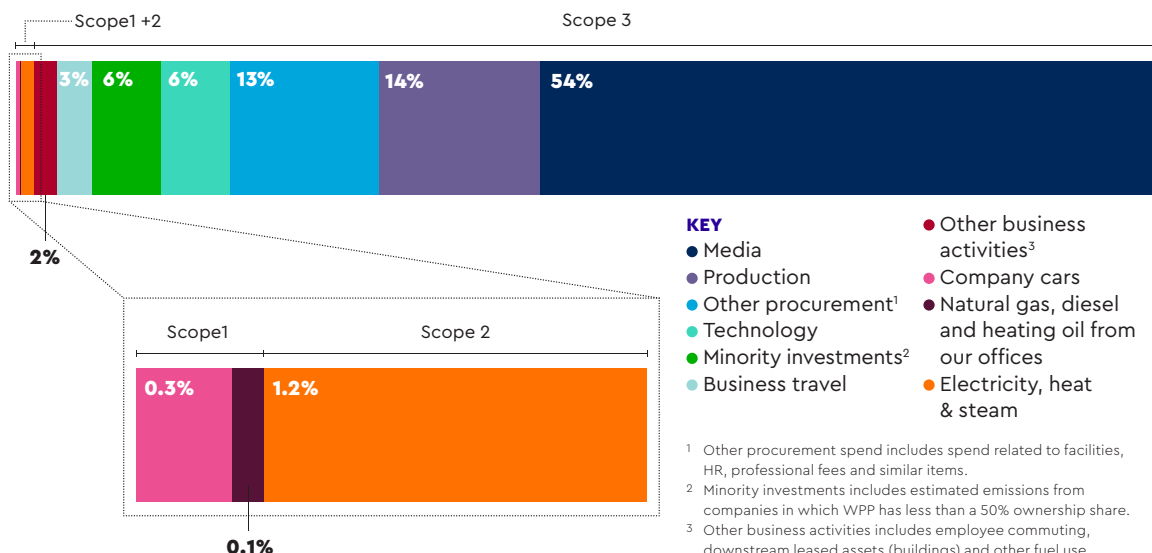
Emissions produced as a result of our activities



● 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 (2019) and pages 33-34 outline our approach to reducing emissions in each of these areas.



REDUCING SCOPE 1 EMISSIONS

Our Scope 1 emissions for 2021 were 13,292 tCO₂e, of which a subtotal Scope 1 emissions were 10,138 tCO₂e[Ⓞ] (76% 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 employees into a global network of campus buildings that bring our agencies together in modern, more energy-efficient, world-class workplaces. In 2021, despite the constraints of Covid-19, we opened a further nine campuses, taking the total to 31. We aim to have 65 campuses, accommodating 85,000 people, by 2025.

We aim to design and run our offices in a way that promotes wellbeing. Considering factors such as indoor air quality (especially in large cities), thermal comfort, lighting levels, noise and acoustics is good for our people and can help boost productivity while at the same time reducing emissions.

We make use of building optimisation technology to reduce energy needs and therefore emissions. For example, at our new Dusseldorf Campus, smart and efficient light management systems and sensors allow the overall lighting design throughout the campus to achieve up to 80% energy savings.

When we lease, purchase, fit out or renovate a building larger than 50,000 square feet, we require it to be certified to an internationally recognised standard such as the US LEED standard or the UK BREEAM standard. We aim for all our new workspaces to achieve the highest accreditation considering the individual workspace.

We recognise that achieving these certifications is only one step to reducing the footprint of our buildings and supporting our people's wellbeing. In 2021 we launched a programme to better assess and understand our building portfolio. This will 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

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 2021, we assured centrally-leased company car emissions for the first time. Locally-managed car emissions were not assured due to inconsistencies in capturing emissions data. In 2022, we will review and strengthen how we measure and calculate emissions from vehicles.

Net zero

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

65

campuses accommodating 85,000 people by 2025



For more information about our carbon emissions, read our carbon emissions statement on page 217 of our Annual Report 2021

REDUCING SCOPE 2 EMISSIONS

In 2021, Scope 2 market-based emissions were 21,840 tCO₂e[Ⓞ], a 28% reduction from 2020. Scope 2 location-based emissions were 55,990 tCO₂e[Ⓞ], a 9% reduction from 2020.

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.

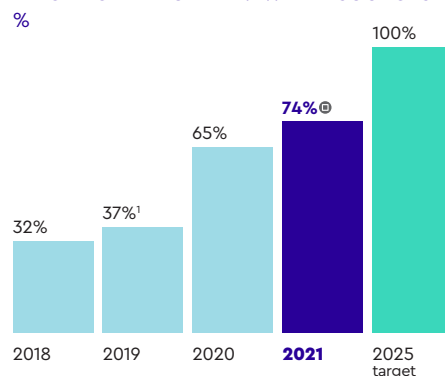
We made significant progress during the year, purchasing 74%[Ⓞ] of our electricity from renewable sources (2020: 65%).

We are developing a detailed roadmap to meet our RE100 commitment, which will:

- identify priority contracts to migrate to renewable tariffs;
- provide new guidelines to our finance and procurement communities on electricity purchasing; and
- set standards for purchasing Energy Attribution Certificates (EACs) to define and specify additionality to take into account biodiversity and other local impacts of renewable electricity development.

Data is collected locally using a variety of acceptable methods to calculate Scope 2 emissions. In 2022, we will streamline this methodology to improve consistency.

ELECTRICITY FROM RENEWABLE SOURCES



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

74%[Ⓞ]

electricity purchased from renewable sources (2020: 65%)

[Ⓞ] This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2021. For PwC's 2021 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2021' for assured metrics, see page 58.

[Ⓢ] Independent limited assurance will be sought by WPP over our percentage electricity purchased from renewable sources and Scope 2 market-based GHG emissions reporting. The assurance report will be made available on our website.



For more information see 'WPP Sustainability Reporting Criteria 2021', available at wpp.com/sustainabilityreport2021

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 baseline Scope 3 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.

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.

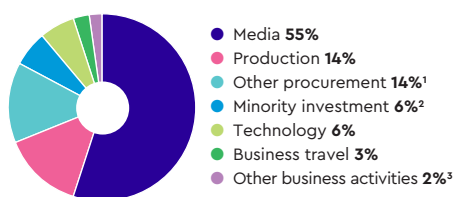
MEDIA DECARBONISATION

With over \$50 billion in advertising placed in 2021, 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 our clients to reduce emissions in this highly complex space. In 2021, through GroupM we launched a media decarbonisation programme which aims to:

- develop industry-leading carbon measurement methodology and tools;
- collaborate with and influence supply chain behaviours to decarbonise; and
- educate, inform and enable meaningful change.

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 we are making the investments in research, validation and operations to enable investment decisions which factor in supply chain decarbonisation.

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.

PRODUCTION

The carbon emissions generated by the production of the films and other content we create on behalf of clients are responsible for 14% of our total baseline carbon footprint. Through our production agency, Hogarth, we are investing in innovative technology, global partners, and our supply-chain to pioneer a new approach to delivering carbon-optimised work for our clients.

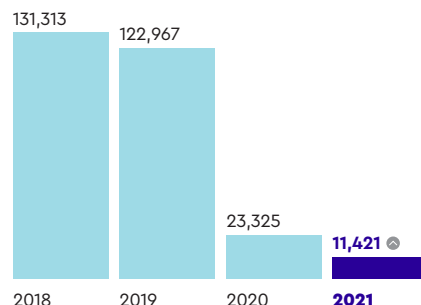
i Read more about Sustainably Made at Hogarth on 41

We cannot reduce emissions associated with production on our own: action across the production industry is required. So in 2020, WPP became a founding partner of AdGreen, an initiative to unite the advertising industry in eliminating the negative environmental impacts of production.

Launched in the UK through the Advertising Association, but with global ambition, 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.

Using the AdGreen calculator, we are able to understand the carbon impact of every asset and every shoot, and through the deployment of Hogarth's sustainability index, we can deliver valuable insights to continually improve our efficiency and effectiveness.

CARBON EMISSIONS FROM AIR TRAVEL TONNES CO₂e EMISSIONS



i This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2021. For PwC's 2021 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2021' for assured metrics, see page 58.

TECHNOLOGY

The technology we use – from data centres to the emails we send – generates carbon emissions that make up 6% of our Scope 3 baseline 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.

AIR TRAVEL

Business travel accounts for around 3% of our value chain carbon footprint. We aim to permanently reduce air travel by around a third versus pre-pandemic levels.

In 2021, air travel emissions were 11,421 tCO₂e **i**, a decrease of 51% **i** versus 2020 and 91% versus 2019, as the Covid-19 pandemic continued to limit international travel.

Some errors and inconsistencies were identified in how emissions from air travel were calculated and reported at a local level, which is reflected in PwC's assurance opinion. We continue to work to improve the accuracy of flight data and refine methodologies for calculating flight emissions to ensure more consistency across the business.

We offset emissions from air travel by purchasing in line with our historical commitment to ensure continued support for communities and projects. We have been purchasing high-quality carbon credits since 2007 and have permanently retired 1.6 million carbon credits, which are charged to each of our agencies to create an internal carbon cost (see 'Offsetting', page 35).

OFFSETTING

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

To ensure carbon credits purchased to offset remaining carbon emissions are of a sufficiently high quality, WPP will introduce a new offsetting policy in 2022. All offsets 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 offset emissions services (eg net zero or carbon neutral) to clients, all calculations should be completed in line with the GHG Protocol Corporate Accounting Standard.

All offset providers used by WPP will be asked to disclose calculation methodologies. Alongside carbon removal, offsets should provide additional environmental benefits (eg protecting or enhancing biodiversity) and social benefits (eg health benefits or poverty alleviation)¹.

In 2021 we purchased credits to offset our air travel through South Pole Group, a company that develops emission-reduction projects. In 2021, we invested more than £60,000 to support renewable electricity development in India and Vietnam. Together, these projects support seven of the UN Sustainable Development Goals.

¹ Oxford University, 2020. Principles for Credible Carbon Offsetting.

PROVIDING CLEAN, RENEWABLE ENERGY AND A RANGE OF BENEFITS TO COMMUNITIES IN INDIA

In the Indian states of Tamil Nadu, Karnataka and Andhra Pradesh, our carbon credits support wind farms which provide a renewable source of electricity for India's fossil-fuel dominated Southern Grid. With support from UNICEF, the project also empowers young women through education on their rights, creative abilities and skills in healthcare. A safe water project provides clean water, improved sanitation facilities and education about sanitation.

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 working to include the portion of unassured Scope 1 data, relating to locally-managed company cars, in scope for limited external 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.

In 2021, some errors were identified in how emissions from air travel were calculated and reported across a number of territories in 2020 and 2021², which is reflected in PwC's assurance opinion. 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.

² For more information see 'WPP Sustainability Reporting Criteria 2021', available at wpp.com/sustainabilityreport2021

From production to media investment, we support the development of more robust protocols to measure emissions across the industry. In 2021, as a founding member of AdGreen, we helped pilot and launch a new carbon calculator to measure the emissions associated with producing creative content.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

Our fourth TCFD disclosure is included in our Annual Report 2021 (pages 214-216) 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
- Changes in regulations and reporting standards
- Increased reputational risk associated with misrepresenting environmental claims and working on environmentally detrimental clients' briefs.

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 programme to disclose our climate strategy and performance to a collaboration of institutional investors. In 2021, our score improved from B to A-, reflecting the ambition of our new net zero strategy, emissions-reduction targets and strengthened governance.



To read our CDP response, visit cdp.net



CIRCULAR ECONOMY

Moving from a 'take-make-dispose' economy to a circular economy where waste is eliminated, resources are circulated and nature is regenerated could create \$4.5 trillion in annual economic output by 2030. WPP can contribute to this transition through the work we do for our clients (see example on page 30).

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

During the year and in the run-up to COP26 in Glasgow, H+K Strategies worked with EMF to make clear that action on the circular economy is a missing piece of the climate action puzzle.

We support our clients across four core areas of expertise:

- 1 **Navigating a complex regulatory framework:** helping companies shape the debate and secure their place in the new circular economy
- 2 **Product and packaging design and innovation:** redesigning products and packaging to reduce or remove plastic and rethink how products reach (and are used by) consumers
- 3 **Consumer engagement and behaviour change:** to change habits and behaviours and mobilise consumer action
- 4 **Partnerships and activism:** to build coalitions, raise awareness and drive 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. The ongoing impact of the pandemic, which has kept the majority of our offices closed for much of the year, has slowed progress towards our commitment, which we aimed to meet by the end of 2021.

In 2021, we focused on how we source products to ensure they comply with our Circular Economy Plastics Policy, for example moving major facilities management contracts (such as catering and waste-management) to centrally-managed master service agreements. But we still have work to do and we aim to meet our commitment by the end of 2022 at the earliest.

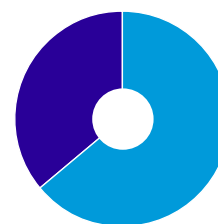
WASTE AND RESOURCES

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.

WASTE RECYCLED

%



- Proportion recycled waste **64%**
- Proportion non-recycled waste **36%**

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 2021, 2,660 tonnes of waste were reported, (2020: 3,233) of which 64% was recorded as recycled (2020: 53%). However, some inconsistencies and errors were identified in how waste data is recorded and categorised at the reporting unit level. We will strengthen how we collect data and remediate the inconsistencies and errors before seeking independent limited assurance in a future period.

CLIENTS

The work we do for our clients reaches billions of people each year, presenting our greatest opportunity to create positive change.

WHO'S IN CHARGE?

Our agencies and client leads oversee our work with clients on sustainability. The WPP Executive Committee provides additional oversight and guidance on any ethical issues that may arise.

We set clear ethical standards for our people and companies through our policy framework and training including the WPP Code of Business Conduct.

HOW ARE WE DOING?

62%

of our top 50 clients have set or committed to set science-based carbon reduction targets.

PLAYBOOK

sustainability playbook launched, showcasing the diversity of our sustainability capability and innovative work.

IN THIS SECTION

WORK WITH IMPACT

Our growing offer to support our clients in delivering lasting positive impact through their brands.

ACTING ETHICALLY AND WITH INTEGRITY

Maintaining high standards and strong compliance in areas such as ethics, human rights, privacy and data security.

ETHICAL DECISIONS IN OUR WORK

Our review and referral process for sensitive client briefs that may present an ethical risk.

ULTIMATE SAFETY TEST

Volvo Cars placing sustainability at the heart of its brands.

OFFER
COMMUNICATIONS

AGENCY
GREY, LONDON

CLIENT
VOLVO

A leader in automotive safety for decades, Volvo Cars is broadening its focus to sustainability and its commitment to climate neutrality and electric vehicles.

By 2040, with aims to become a fully climate-neutral company across its value chain and, by 2030, it plans to become a fully electric car company.

To announce the news, Grey created the 'Ultimate Safety Test' campaign, devised to reflect the company's commitment to climate neutrality and electrification.

In the new film, a spokesperson takes viewers on a tour of Volvo's safety tests over the decades. During one of these tests in the Arctic Circle, a collapsing glacier becomes a stark reminder that the biggest threat to our safety isn't on the road, it's climate change.

2.3bn
media impressions

Awards
Cannes Lions, Silver
Ad Age, Top 30 Ads
of the year



WORK WITH IMPACT

Consumers today are more vocal than ever about the brands they are choosing (or not choosing) to engage with: 85% believe brands should be about something more than just profit¹.

From combatting climate change to tackling racial inequity, many brands are increasingly focused on how to ensure the targets and pledges they are making translate into tangible change.

WPP's purpose – to use the power of creativity to build better futures for our people, planet, clients and communities – is resonating with our clients more than ever. We have taken significant strides to support our clients in achieving their sustainability and diversity, equity & inclusion (DE&I) goals. For example in 2021, Superunion was engaged on sustainability-related workstreams with 80% of its top 20 global clients. We anticipate more assignments and continue to strengthen our offer to ensure we can provide our clients with the best support and the expertise they need to deliver against their own sustainability ambitions.

We have found creative ways to do pitches and win business, often remotely. And rather than flying around the world, to find 'just the right location', we now produce most of our film and content remotely, using virtual technology and artificial intelligence (AI) which reduces travel and emissions. In 2021 we partnered with Microsoft to launch Cloud Studio, an innovative cloud platform that allows creative teams from across WPP's global network to produce campaigns for clients from any location around the world.

1 Find out more about virtual production on page 41

GroupM's Media Inclusion Initiative aims to direct investment in, and create opportunities for, diverse media companies and content creators with an initial focus on Black-owned media. In 2021 as part of this initiative, 20 clients have pledged to spend at least 2% of their total annual media budget in Black-owned media.

To train and equip our client leads, this year we launched a Sustainability Playbook to showcase the diversity of our sustainability capability and innovative work.

Our Inclusive Marketing Playbook and resource library embeds inclusive marketing principles in everything we do, and our Diversity Review Panel provides a forum to escalate and address concerns around potentially offensive or culturally insensitive work.

To help our leaders develop the knowledge and skills to lead in the age of artificial intelligence, this year we launched an executive diploma in Artificial Intelligence in Business at the University of Oxford Saïd Business School.

To harness the collective power of our industry, WPP became a founding member of #ChangeTheBrief Alliance, which scales a single-agency initiative originated at Mindshare into a not-for-profit partnership between agencies of every size and type – media, creative, design, PR – and their clients. Through a learning programme, insights and expert advice at a category level, the Alliance supports action to directly address the challenge of the climate crisis by encouraging members to adapt their work to promote more sustainable choices and behaviours via every channel available to them.

¹ Wunderman Thompson Intelligence.

AREA OF EXPERTISE

Purpose and brand strategy: integrating social and environmental values into brand and business strategy.

Consumer experience: creating consumer experiences to raise awareness, promote action, or address social or environmental challenges.

Movements and campaigns: rallying multiple stakeholders behind a common cause to change legislation, norms or behaviour in order to drive positive social change.

Consumer behaviour change: promoting more sustainable consumption and driving shifts in behaviour on social or environmental issues.

Innovation, product and service design: sustainable or inclusive by design products, packaging, and routes to market.

EXAMPLES IN THIS REPORT

Read how Grey helped Volvo remind us all that the biggest threat to our safety is not on the road, it's climate change, on page 38.

Read how AKQA helped Tennis Australia help audiences with visual impairments follow sport in real-time, on page 12.

Read how media and creative agencies worked together to help the WHO Foundation tackle vaccine inequity through raising funds for Covid-19 vaccines for lower-income countries, on page 46.

Read how Mediacom helped Walgreen Boots Alliance help the 'vaccine hesitant' become the 'vaccine ready', on page 49.

Read how Wunderman Thompson helped Degree, one of Unilever's key brands, pave the way for more inclusive design for beauty and personal care, on page 17.

Read how Ogilvy helped SC Johnson launch an immersive educational experience to highlight the impact of plastic waste on our oceans and inspire meaningful action, on page 30.

Read how Wunderman Thompson is helping HSBC reconnect the homeless back into society, on page 43.

ACTING ETHICALLY AND WITH INTEGRITY

The work we do for our clients is powerful – it regularly changes attitudes, opinions and the way people behave. As it is critical that these changes are for the better, we are committed to acting ethically in all aspects of our business and to maintaining the highest standards of honesty and integrity. All the advice we provide to our clients, and the content we produce for them, must meet rigorous standards and we will not undertake work which is intended or designed to mislead or deceive.

We work hard to maintain strong compliance in areas such as ethics, human rights, privacy and data security. All of this is covered in our Code of Business Conduct and in our mandatory online ethics training, which all employees (including freelancers working for more than four weeks) are required to complete annually.

There is growing scrutiny – from consumers and regulators – of the descriptions and labels used to promote the environmental credentials of products and services. We are working closely with our agencies to make sure that we are contributing to the discussion and to ensure that our marketing services promote transparency on the environmental attributes of products. In 2022, we will launch further training and

resources specifically to help our people appropriately manage and communicate environmental claims in their work.

We require that all the work our companies produce for clients complies with all relevant legal requirements, codes of practice and marketing standards. There are occasional complaints made about campaigns we have worked on, and some of these are upheld by marketing standards' authorities. Our agencies take action where needed to prevent a recurrence.

Our agencies have policies and processes to mitigate against online advertising appearing on sites with illegal, illicit or unsuitable content.

Our approach to limiting risk and improving trust and quality in the digital supply chain is multi-layered involving our trading, operational, technical, legal and industry engagement teams. Our guides on brand safety in gaming and advertising to children help our clients safely reach online audiences. In 2021, recognising the rise in climate misinformation, we added a dedicated climate change list to our harmful content site and app exclusion list.

We take a zero-tolerance approach to advertising placed adjacent to harmful content, in pirated content environments or on fraudulent or non-viewable placements. We recognise that zero tolerance does not always equal zero risk. That is why we apply a consultative approach to brand safety and brand suitability. We believe clients should be fully aware of the strategic, implementation and tactical implications of managing brand safety across all buying methods and media channels.

ETHICAL DECISIONS IN OUR WORK

We believe that clients have the right to communicate their views and market their products and services, provided doing so is lawful and complies with all applicable regulations and standards.

We have a review and referral process for work that may present an ethical risk, such as work for government clients, work relating to sensitive products or marketing to children.

Before our people can accept potentially sensitive work, they must refer the decision to the most senior person in the relevant office and then to the most senior WPP executive in the country concerned, who will decide if further referral to a global WPP executive is required. This referral process is covered in our mandatory How We Behave

training, which all staff (including freelancers working for more than four weeks) are required to complete on joining and then annually.

Our agencies also have copy-checking and clearance processes for the legal team to review campaigns before publication. These processes have strict requirements in highly regulated sectors such as pharmaceutical marketing.

Each of our agencies has a global Risk Committee, chaired by its respective CEO, to ensure that leadership has a full understanding of the risks across businesses and markets (see 'Risk Governance Framework' on page 88 of our Annual Report 2021).

HOGARTH: SUSTAINABLY MADE

A unique approach to creative production to help our agencies and our clients limit their carbon footprint.

Our creative production arm, Hogarth, is the world leader in producing and deploying content across all channels to drive growth and engagement for brands. Hogarth works for one in two of the world's top 100 brands, delivering to 157 markets across almost every sector, from automotive and entertainment to technology and pharmaceuticals.

However, production and content creation is responsible for a substantial proportion of the total carbon footprint of the marketing and communications process. In a typical year, the agency used to fly to around 1,500 locations all over the world, transporting talent, crew, sets and equipment in search of the perfect environment to shoot hours of footage, much of which was never used. A single hour of film typically generates five tonnes of CO₂e, resulting in estimated industry emissions of around a million tonnes of CO₂e a year.

So, as its clients and partners seek to reduce the environmental impact of their work and move towards net zero, Hogarth harnessed a new sustainable approach to content creation – 'Sustainably Made'.

Using virtual studios and real-time camera-to-cloud technology, the team removed the need for location shoots, allowing clients to see the results in real-time from wherever they are in the world. In turn, this enabled real-time feedback, minimising post-production time and expense. Duplication was reduced by using the same virtual set for different markets. And the team extended the lifecycle of assets by using AI-powered tagging throughout the production process, allowing them to identify, recycle and repurpose footage.

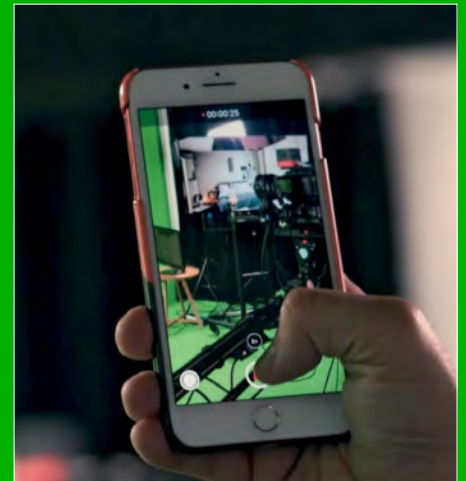
Sustainably Made is the future of content creation, allowing clients to produce the very highest-quality work at scale, tailored to every channel and audience, while significantly reducing its environmental impact.



75%
Estimate of all global productions to be carbon measured, optimised and residually offset by the end of 2023

BY CHANGING HOW WE MAKE WORK, WE CAN MAKE A SIGNIFICANT REDUCTION IN THE ENVIRONMENTAL IMPACT OF OUR ACTIVITY."

Richard Glasson
Global CEO, Hogarth





COMMUNITIES

We aim to use the power of our creativity and voice to create healthy and vibrant communities.

WHO'S IN CHARGE?

Most of our charitable giving and pro bono work is managed within our companies, based on their values and their employees' passions. At a global level, we work with partners, including the UN, to drive sustainability at scale.

IN THIS SECTION

GIVING CREATIVITY BACK AT SCALE

Our approach to investing in communities, including our support for the WHO and an update on our racial equity programme.

WHAT WE GAVE IN 2021

Breakdown of our social investment.

VOLUNTEERING

Encouraging our people to volunteer their time and skills.

SOCIAL IMPACT

Increasing charity and NGO impact through pro bono support, including Common Ground and our partnership with UN Women.

HOW ARE WE DOING?

- \$9.3m** allocated to inclusion programmes as part of our commitment to invest \$30m over three years.
- 10,000** vaccines donated to celebrate the launch of the \$5V campaign to fund Covid-19 vaccines for lower-income countries.
- £257m** wider social benefits of pro bono work, charitable donations and free media space (2020: £649m).

THE HOMELESS BANK ACCOUNT

To help HSBC UK reconnect the homeless back into society.

OFFER
COMMUNICATIONS
DATA

AGENCY
WUNDERMAN THOMPSON,
LONDON

CLIENT
HSBC UK

Rates of homelessness in the UK have skyrocketed in the past ten years. Figures from Shelter, a charity focusing on homelessness and housing justice, show that more than 274,000 people are homeless in England – the equivalent of every 1 in 206 people.

Traditionally, banks require photo identification and proof of address to open an account. But these are documents that many people experiencing homelessness may no longer have. HSBC UK wanted to help reconnect these people back into society, so the bank along with national and local homelessness charities, including Shelter, launched a ground-breaking new initiative. The No Fixed Address service provides bank accounts for people without a fixed address – the charities provide the referral and act as an identity verifier for the individual and HSBC UK provides the bank account. To raise awareness of the service, Wunderman Thompson launched an out-of-home campaign using data to pinpoint locations with the highest levels of homelessness that were also in close proximity to an HSBC UK branch that offered the service.

What started out in two branches has spread to 185 branches nationwide – with HSBC now partnering with over 200 local charity partners who can act as an identity verifier. HSBC UK has laid the groundwork for a platform to encourage other big banks to embark on a similar mission. During the two-week campaign, uptake of HSBC UK's No Fixed Address bank accounts grew by 52%. The donations generated from the campaign's QR code helped Shelter get over 100 people off the street, with one in five scanners signing up to become regular donors. And it has impacted positively on the brand too, contributing to positive growth in brand associations.

100
people off the street

52%
growth in HSBC UK's
'No Fixed Address'
bank accounts

12%
more people agreed
that 'HSBC UK cares
about customers'

Awards
Cannes Lions,
Gold Epica Awards,
Grand Prix



IF YOU'RE IN TEMPORARY ACCOMMODATION, HOW DO YOU FIND A PERMANENT HOME FOR YOUR MONEY?

HSBC UK is working with local charities to provide bank accounts for people without a fixed address, helping to break the cycle of financial exclusion.

Search HSBC UK No Fixed Address. Together we can build the new different.

Shelter | HSBC UK

Together we thrive



INVESTING IN COMMUNITIES

We aim to use the power of our creativity and voice to support healthy and vibrant communities.

We can help boost the impact of charities and non-governmental organisations (NGOs) by providing marketing and creative services, often on a pro bono basis (for little or no fee). Our pro bono work and social investment can also support progress toward the UN Sustainable Development Goals.

This work is mutually rewarding. While enabling our voluntary sector clients to raise money and awareness, recruit members and achieve campaign objectives, pro bono work also provides opportunities for our people to work on fulfilling, impactful and sometimes award-winning campaigns that raise the profile of our companies.

GIVING CREATIVITY BACK AT SCALE

The work we do has the power to bring about change – in the way people feel, the way they think, and the way they behave. We encourage our people to use their creativity and expertise to support the local causes they are passionate about, and we have a long tradition of pro bono work covering a range of issues from the arts, to conservation, health and human rights. At the same time, WPP is proud to partner with the United Nations, including the World Health Organization and UN Women, to provide our skills in creativity, communications, data and technology to help effect positive change for society.

WORLD HEALTH ORGANIZATION

During the pandemic, WPP has worked with governments, commercial clients, NGOs and international health bodies to produce public awareness campaigns to help limit the spread and impact of Covid-19. We have been proud to partner with the World Health Organization (WHO) and WHO Foundation on a pro bono basis.

In the early days of the pandemic, common messages (such as wash hands or stay inside) were critical to limit the spread and impact of Covid-19. But there was no one media that could reach everyone. So WPP adopted a media-first approach: GroupM secured media inventory, working with Wavemaker to determine where and how to deploy that inventory for maximum impact, then a creative agency worked alongside Hogarth to produce relevant content for a local WPP media agency to deliver.

This global-local approach allowed us to create made-for-market campaigns which reached tens of millions of people across 167 countries in more than 20 languages. For example: a Weibo campaign reached over 300 million people in China; in Africa, telco partners sent more than two million public health SMS messages every day; and in Western markets, TV and digital connected with hundreds of millions.

We continue to support the WHO Foundation with their vaccine fundraising initiative (see page 46).

RACIAL EQUITY PROGRAMME

In 2021 we committed \$9.3 million in inclusion programmes as part of WPP's commitment to invest \$30m over three years to use the power of creativity to build more equitable futures for our people and communities impacted by racism.

We are committed to funding initiatives that will deliver immediate results while also laying the foundation for meaningful and sustainable change.

Our Racial Equity Programme was crafted across three pillars, encompassing our internal initiatives, pro-bono work, charitable donations, free media value and longer-term market-specific programmes led by our operating companies:

- 1. Investment in internal equity and inclusion initiatives** such as Elevate – an initiative supporting the advancement of high potential Black female employees – and Next Gen Leaders – a virtual learning series generating a pipeline of creative and operational talent. Pillar 1 also includes our efforts in hiring, retaining, developing and promoting talent to ensure that our employees reflect the diversity of the communities and markets within which we work.
- 2. Creative use of media value and pro bono work** in support of non-profit organisations and charities with antiracist objectives, such as GroupM UK's extraordinary campaign for the Stephen Lawrence Day Foundation to support National Stephen Lawrence Day on 22 April. Pillar 2 also includes charitable giving and our Donation Match Programme. WPP will match employee donations to over 90 pre-selected organisations that are fighting racism, developing minority talent, and addressing issues that affect racially and ethnically marginalised communities. Employees can donate up to \$1,000 per person, to a total of \$1 million.

- 3. Funding for "bold, audacious and creative" initiatives** that will create meaningful and lasting change in racial equity around the world. In 2021, we allocated \$5.1m over three years to programmes ranging from providing training to encourage racially marginalised groups to enter our industry, to supporting efforts to create structural and systemic change to advance racial equity benefiting wider parts of society. Find out more about the first round of projects on page 47.

\$9.3 million

allocated to inclusion programmes as part of our commitment to invest \$30m over three years: \$5.9 million[Ⓞ] invested in 2021 and a further \$3.4 million committed

[Ⓞ] This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2021. For PwC's 2021 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2021' for assured metrics, see page 58.

WHAT WE GAVE IN 2021

Our pro bono work was worth £7.6 million (2020: £12.6 million), for clients including UN Women and the World Health Organization.

We also made cash donations to charities of £4.8 million (2020: £4.3 million), a small increase year-on-year.

During the year, WPP matched employee donations to a number of causes including our India Covid-relief fund (see page 28), Go Give One Campaign (see page 46) and Racial Equity Donation Match Programme (see page 44).

Our pro bono work, combined with cash donations, resulted in a total social investment of £12.4 million (2020: £16.9 million), equivalent to 0.9% of headline profit before tax (2020: 1.6%).

WPP media agencies negotiated free media space worth £17.3 million on behalf of pro bono clients (2020: £59.3 million). Our total social contribution, taking into account cash donations, inclusion programmes, pro bono work, in kind contributions and free media space, was £41.0 million (2020: £76.2 million). This year-on-year decrease brings our contribution back in line with pre-pandemic levels: in 2020, free media space was unusually high as we supported public health campaigns to help limit the impact of the Covid-19 pandemic.

VOLUNTEERING

In addition to providing donations and pro bono services, we encourage our people to volunteer their time.

Our agencies provide volunteering opportunities for our employees. For example, to mark its Foundation Day, VMLY&R continued its annual tradition and ceased normal business operations for a day in September to give more than 12,000 employees around the world the opportunity to support causes and non-profit organisations of their choice through volunteer projects. Each VMLY&R full-time employee has 16 hours of paid volunteer hours – in addition to Foundation Day – to take advantage of annually.

SOCIAL IMPACT

Our support helps charities and NGOs to continue to grow their work in critical areas such as improving health and education, reducing inequality and protecting human rights. Pro bono work is often worth more than an equivalent cash donation as it raises awareness of our partners' work while helping to increase donations, recruit members, change behaviour and achieve campaign goals.

We have conducted research to quantify this wider impact. Our most recent analysis shows that in 2021 our pro bono work created wider social benefits worth £110 million (2020: £108 million). This includes, for example, the impact of charities being able to improve health and wellbeing in communities. Adding in our charitable donations and free media space as well as our pro bono work, the wider social benefits created in 2021 were worth an estimated £257 million (2020: £649 million), a significant decrease versus 2020 as investments, particularly in free media space, returned to pre-pandemic levels.

i Find out more in Quantifying our impacts, pages 13 and 14

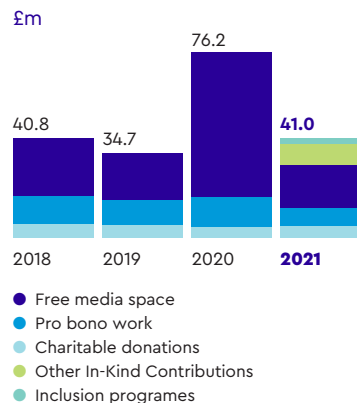
COMMON GROUND

Good communications are essential to bring about the shift in attitudes and behaviour needed to end extreme poverty, inequality and climate change by 2030 through the UN Sustainable Development Goals. Common Ground is a collaboration between the world's six largest advertising and marketing services groups and the United Nations, created to serve that purpose.

WPP's focus is on gender equality (Goal 5). We partner with UN Women to tackle gender stereotypes in the media and promote equal opportunities for women and girls.

Through our collaboration with UN Women we have set a new agenda for utilising our pro bono work to further equality through creativity. This year, we launched #ActForEqual on International Women's Day to mobilise people and businesses ahead of UN Women's Gender Equality Forum.

TOTAL SOCIAL CONTRIBUTIONS



£257m

wider social benefits from pro bono work, charitable donations and free media space in 2021 (2020: 649m)



WHO FOUNDATION

We aren't safe until we're all safe.

It costs \$5 to vaccinate someone against Covid-19, but much of the world still lacks access. So WPP partnered with the WHO Foundation to create and deliver Go Give One, a fundraising campaign with no borders which calls on everyone, everywhere to play their part in helping to vaccinate the world by donating the price of a coffee for a shot that could save someone's life.

The money raised goes to the Gavi COVAX AMC, which funds Covid-19 vaccines for lower-income countries, helping protect those who need vaccines the most.

To celebrate the campaign launch, WPP donated 10,000 vaccines on behalf of our clients, and is matching every \$5 vaccine bought by our own people.

Go give one and help fight vaccine inequity at gogiveone.org



RACIAL EQUITY PROGRAMME

Our Racial Equity Programme brings WPP's wider commitments and actions to life to help combat racial injustice and support racially and ethnically marginalised talent for our people and communities.

In June 2021, we invited our agencies in four of our top ten markets (Brazil, Canada, the UK and United States) to apply with bold, audacious and creative initiatives to advance racial equity. We selected these countries in the first round based on their histories of public and progressive discourse around race and legal frameworks that make measuring progress possible. The next round of funding will open to all countries in which we operate.

All first-round applications were independently assessed by employees who volunteered as peer reviewers from different operating companies in those markets. The rigorous assessment criteria prioritised a definitive commitment to advance racial equity, measurable impact on a specified target audience, and sustainable design. Proposals with the highest aggregated scores were shortlisted and reviewed by the Commissioning Council through a short pitch process.



For a full list of successful projects, visit wpp.com/racialequityprogramme



EFFECTIVELY ENGAGING BLACK, ASIAN AND MINORITY ETHNIC CONSUMERS

COUNTRY
UK

AGENCY
GROUPM, OGIIVY, WPP ROOTS

COMMUNITY IMPACT
BLACK, ASIAN AND MINORITY ETHNIC PEOPLE

This pioneering research project will break boundaries by ensuring we are wielding our talents both for business growth and meaningful inclusivity in our industry, with clients and for consumers. Avoiding stereotypes, homogenisation or anecdote, we will be applying all the marketing and creative talents we have to gain deep meaningful data-driven insights into what it actually means to be a Black, Asian or Minority Ethnic consumer in the UK today.



HEALTH4EQUITY

COUNTRY
UNITED STATES

AGENCY
WUNDERMAN THOMPSON HEALTH

COMMUNITY IMPACT
BLACK, INDIGENOUS AND PEOPLE OF COLOUR COMMUNITIES IN THE UNITED STATES, UK AND BRAZIL

This project formalises the Health4Equity Centre of Excellence, focused on internal organisational development and external impact via cultivating meaningful partnerships and producing innovative programming for lasting societal progress against multiple racial health inequities.



SOMA+

COUNTRY
BRAZIL

AGENCY
AKQA

COMMUNITY IMPACT
BLACK, INDIGENOUS AND LOW-INCOME STUDENTS IN BRAZIL

The SOMA+ platform is an official partner of UNICEF 1MiO and is focused on three pillars: education, internship, and transformation.

Education: 1,000 recent graduates of public universities serving students from different regions in Brazil to receive online classes in production, strategy and creative.

Internship: Five students will be selected to work in AKQA São Paulo's office for nine months and receive mentoring and career development.

Transformation: In the final two months, students will develop a project identifying adversities they see in the world and proposing a creative argument and possible solution to that through the lens of communications.



RESPONSIBLE BUSINESS

We can reduce risks to our business and clients by establishing clear policies and procedures in areas such as data security, ethical conduct, supply chain management, and human rights, and by being transparent about our progress.

HOW ARE WE DOING?

100,000+

employees, freelancers and contractors completed ethics training in 2021.

ACCELERATOR

sponsored UK's first accelerator programme to help minority-owned businesses become supply-chain ready.

10,000

course enrolments through the WPP AI Academy.

IN THIS SECTION

TRANSPARENCY AND TRUST

Our standards, policies and procedures, including our Code of Conduct.

PUBLIC POLICY

Our approach, standards and policies for engaging in public policy activity.

OUR SUPPLY NETWORK

Setting and communicating clear supplier standards, and embedding sustainability criteria (including diversity, equity and inclusion) within our supplier selection and onboarding process.

HUMAN RIGHTS

Managing human rights and modern slavery risk, and promoting human rights.

DATA: PRIVACY, SECURITY AND ETHICS

Building on established foundations for data protection and data privacy.

TAX POLICY

Summary of our tax payments in 2021, as well as our approach to tax planning and transparency.

VACCINE READINESS MODEL

Helping to vaccinate the United States against Covid-19.

OFFER
COMMUNICATIONS
DATA

AGENCY
MEDIACOM, CHICAGO

CLIENT
WALGREENS BOOTS ALLIANCE

With misinformation running rampant, some people were hesitant about receiving the Covid-19 vaccine. And because the supply and geographical distribution of doses were unpredictable, reliable sources became paramount.

So, Walgreens asked MediaCom to help, focusing on three main goals: building brand trust with Walgreens for the vaccine; driving vaccine appointments; and delivering 30 million Covid-19 shots in arms.

To do this MediaCom had to identify and reach those who were most likely to want the shot, and meet fluctuating demand – based on changes to individual mindsets and changes in Covid cases by area.

First, the agency created a Vaccine Readiness Model, using a wide range of behavioural, cultural and mindset factors affecting vaccine uptake across the United States, to identify vaccine readiness in real-time, amid ever-changing attitudes and supply availability.

The next step was to include Walgreens store location information and pull in audiences within a five-mile radius, reaching those most likely to make an appointment with the right messages at the right time, and helping the 'vaccine-hesitant' to become the 'vaccine-ready'.

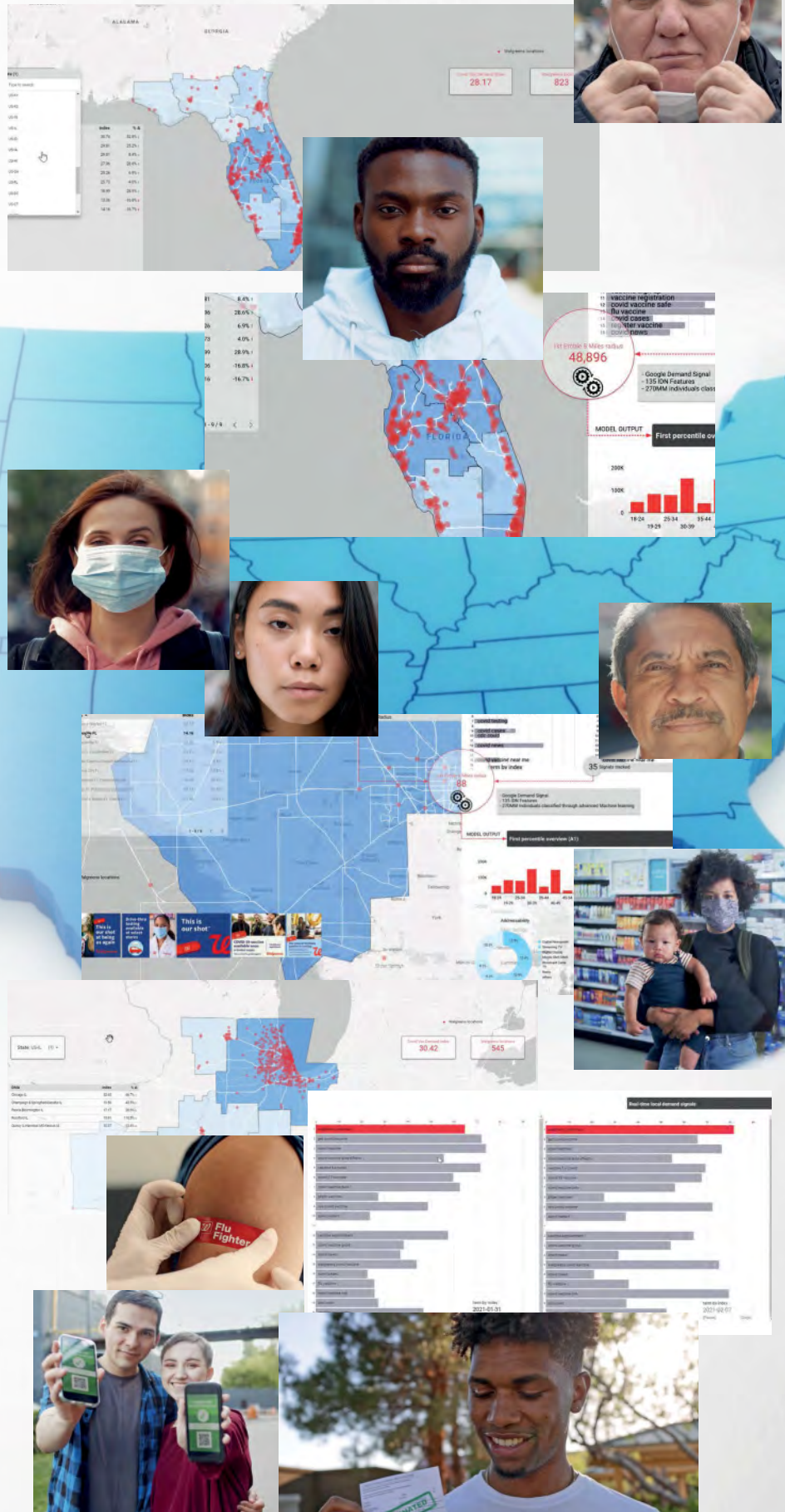
Through the combination of integrated data insight, modelling and media message delivery via programmatic platforms, the team created one of the most successful data-led campaigns in the world, achieving its objectives and providing millions of Americans with protection against Covid-19.

34.6m
people vaccinated
at August 30, 2021

43%
increase in
appointments

47%
increase in media
engagement

Awards
Festival of Media
North America, Gold
The Internationalist
Innovative Digital
Solution, Grand Prix



TRANSPARENCY AND TRUST

We set clear standards, policies and procedures to ensure high levels of transparency and trust throughout our business.

OUR CODE OF BUSINESS CONDUCT

Our policy framework and training set clear ethical standards for our people and agencies.

We want to embed a culture of integrity and transparency where our people make the right decisions automatically and instinctively.

The WPP Code of Business Conduct applies to everyone at WPP. It sets out our responsibilities to our people, partners and shareholders to act ethically, legally and with integrity.

It is underpinned by more detailed policies on topics including anti-bribery and corruption (ABC), hospitality and gifts, facilitation payments, the use of third-party advisors, human rights and sustainability. In October 2021, we refreshed the WPP ABC Policy and Advisor Payment Policy and produced a Business Integrity Booklet on ABC to reflect updated processes around managing ABC risk and provide additional guidance to our people. In January 2022, we updated the WPP Sustainability Policy and introduced a new Environmental Policy to reflect our climate commitments.

Our people are required to take our online ethics training, How We Behave and Belonging, promptly upon joining and then on an annual basis thereafter. Topics include diversity, human rights, conflicts of interest and avoiding misleading work. In 2021, more than 100,000 employees, freelancers and contractors completed the training.

Our online training on anti-bribery and corruption covers the requirements of the Foreign Corrupt Practices Act and UK Bribery Act, including issues such as hospitality and gifts, facilitation payments and the use of third-party advisors.

Part of WPP's Code of Business Conduct is making sure that our people have the confidence to speak up and know how to speak up and raise concerns through various channels without fear of retaliation. Our approach is described under 'Whistleblowing' on page 90 of our Annual Report 2021.

MANAGEMENT AND COMPLIANCE

Our Group Chief Counsel oversees our approach to ethics and compliance. Senior managers in all our agencies and our business and supplier partners are asked to sign a copy of the WPP Code of Business Conduct each year to confirm they will comply with its principles. Our Board-level Sustainability Committee and Executive Committee provide additional oversight and guidance on any ethical issues that may arise.

Our people can report concerns or suspected cases of misconduct confidentially (and, if they wish, anonymously) through our independently managed Right to Speak facility, which is overseen by our business integrity team within our legal function and is available via phone or email in local languages. We publicise the facility in induction packs, on our intranet and external website, in offices, in the WPP Policy Book and via our mandatory ethics training. Our people can also speak directly to our business integrity team who receive a number of reports through emails, calls, texts and in-person appointments.

In 2021, a total of 494 reports were received from whistleblowers (2020: 418), 333 of which were through the Right to Speak hotline. The most commonly raised concerns were about respect in the workplace and protection of WPP's assets. All reports were followed up, investigated where appropriate by our business integrity team, and reported to the Audit Committee.

ASSOCIATES, AFFILIATES AND ACQUISITIONS

We expect associate companies (those in which we hold a minority stake) and affiliate companies (preferred partners to whom we may refer business) to adopt ethical standards that are consistent with our own.

Our due diligence process for acquisitions and expansion into new markets includes a review of ethical risks including those relating to bribery and corruption, human rights or ethical issues associated with client work.

We identify any specific human rights risks associated with different countries of operation, using sources such as the Transparency International Corruption Index, Human Rights Watch country reports and government guidance.

Acquired businesses must adopt our policies and their people must undertake our ethics training within a month of joining WPP. This is agreed in an integration plan before the acquisition is finalised, and we monitor progress.

INSTITUTE OF BUSINESS ETHICS

WPP is a member of the Institute of Business Ethics (IBE) and considers it an important partner and support for the approach that the Company takes to business integrity, sustainability and ethics. As set out more fully in 'Risk Governance Framework' and 'Business Integrity Programme' from page 88 of our Annual Report 2021, we want to champion and facilitate a culture where our people feel that acting with honesty and integrity is an expected metric for success and this is also the IBE's ethos. The IBE shares knowledge and good practice as well as advice on the development and embedding of relevant policies through networking events, regular publications and training sessions, research and benchmarking reports. The IBE is a registered charity funded by corporate and individual donations.

100,000+
people completed ethics training in 2021

PUBLIC POLICY

We believe that business can make a valuable contribution to public policy debate. To protect the public interest, it is important to conduct all lobbying with integrity and transparency.

Most of our public policy activity is work that our public affairs businesses carry out for clients, including direct lobbying of public officials and influencing public opinion. On occasion, we also advocate on issues that affect our business.

Our public affairs companies include BCW, Finsbury Glover Hering & Sard Verbinen & Co, and Hill+Knowlton Strategies. The majority of their work takes place in the United States, the UK and the EU, although many clients are multinational businesses operating in many countries.

OUR STANDARDS

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

Many of our companies are members of professional organisations and abide by their codes of conduct. Examples include the UK Association of Professional Political Consultants (APPC), and the European Public Affairs Consultancies' Association (EPACA).

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

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

We will not undertake work that is intended to mislead and always seek to identify the underlying client before taking on work. We do not knowingly represent 'front groups' purporting to be independent campaign groups but which are in fact controlled by another organisation for the purpose of misleading.

Our Group Corporate Affairs Director has responsibility for developing and implementing our political activity policy and public reporting procedures. The CEO and CFO in each country or region are responsible for implementing our policy at the local level.

Any third parties conducting political activities on behalf of WPP or its agencies must comply with our Political Activities and Engagement Policy. Third parties are required to complete the WPP mandatory ethics training or equivalent within their own organisation.

POLITICAL CONTRIBUTIONS

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

POLITICAL ACTION COMMITTEES

In countries where it is consistent with applicable law, individuals working at WPP companies may make personal voluntary political contributions directly to candidates for office.

BCW and Finsbury Glover Hering also maintain political action committees (PACs) which accept voluntary donations from their people to support political candidates. In 2021, these PACs made disbursements worth \$129,386 (data from fec.gov).

LOBBYING AND POLITICAL ADVOCACY

We occasionally contribute to the debate on public policy issues relevant to our business, sometimes through our public affairs agencies.

We advocate on sustainability issues including climate change, for example at COP26 in Glasgow. We also advocate through partnerships such as the Common Ground initiative in support of the UN Sustainable Development Goals. Demet İkiler, WPP's Turkey Country Manager and EMEA CEO of GroupM, serves on the local board of the UN Global Compact with responsibility for diversity and inclusion. Karen Blackett OBE, WPP's UK Country Manager and GroupM UK CEO, serves as a non-executive director of the Board of the UK's Cabinet Office.

Our agencies contribute to public policy debate in areas where they have expertise and a special interest. Our digital and research companies, for example, are involved in privacy and data protection issues.

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

MEMBERSHIP OF TRADE ASSOCIATIONS

We are members of trade associations, industry groups and membership organisations which undertake lobbying activity on behalf of their members. We select organisations with priorities and values aligned with our own and with robust governance processes. WPP companies must nominate a senior manager to manage and oversee trade association relationships.

At a Company level, our memberships include: 30% Club, the American Benefits Council, BritishAmerican Business Inc., Business Disability Forum, CBI, China Britain Business Council, Institute of Business Ethics, the Northeast Business Group on Health, Partnership for Global LGBTI Equality, RE100, The Valuable 500, Women on Boards, and the World Economic Forum.

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

OUR SUPPLY NETWORK

WPP is committed to creating an inclusive, sustainable, ethical and diverse network of business-enabling suppliers.

The wide range of services we offer and our organisational structure means we have a complex and dynamic supply chain ecosystem to manage. We work with over 75,000 companies across our supply network.

Our suppliers fall into two main categories: those providing goods and services used to run our companies – such as IT, travel, telecommunications, professional services and facilities; and those used in client work – such as advertising, production and market research.

RISK ASSESSMENT

We assess supply chain risk based on country, industry, and procurement category. This is then combined with a supplier-specific questionnaire covering governance, compliance, sustainability, human rights and labour standards.

Within the category assessment, we consider several high risk factors linked to human capital, especially the recruitment and employment of low-skilled labour, migrant labour and contractors.

In 2020, we began an extensive transformation programme to modernise our procurement ecosystem and infrastructure and optimise how we buy. Workstreams include expanding our spend analytics tool across all markets by the end of 2022 and standardising processes and systems. The programme will facilitate the introduction of full life-cycle mapping and traceability across WPP's supplier ecosystem. It is being led by our Chief Financial Officer and Chief Global Business Services Officer, with support from WPP's Group sustainability team to embed the new controls and processes that are critical to a robust and responsible sourcing programme.

In 2022 as part of this transformation we will conduct enhanced human rights due diligence in high-risk procurement categories that are managed centrally by our global procurement team. This exercise will give us further visibility and transparency within our Tier 1 suppliers and help us further refine our risk assessment methodology.

SUPPLIER SELECTION

We have established due diligence processes to help us select suppliers that meet our responsible sourcing standards, and we work with them to positively influence the wider supply chain. This reduces risks to our business and clients and enables us to respond to the growing number of client tender processes that include supply chain management criteria.

During supplier selection and before WPP enters into a commercial agreement, the procurement team ensures potential suppliers sign WPP's Business Code of Conduct – Supplier Version, confirming they will comply with our standards or demonstrate that they have the equivalent standards in place. These standards include requirements relating to labour practices (such as anti-harassment and discrimination, and health and safety), human rights (including modern slavery issues such as child, forced or bonded labour), social impacts (such as anti-bribery and corruption) and other sustainability issues.

Our Code requires suppliers to apply similar standards to companies within their own supply chain, including evidencing diversity and social responsibility in their cultures, behaviours and attitudes.

Suppliers are also required to complete a self-assessment questionnaire which includes specific questions on modern slavery (see 'Modern Slavery', page 53). Any issues raised from the responses are flagged to the relevant WPP team for further investigation.

As part of the supplier onboarding process, we include a right-to-audit provision in the supplier documentation where appropriate.

SUPPLIER DIVERSITY

WPP's supplier diversity vision is to unlock value-adding, innovative and sustainable partnerships via a diverse, credible, and reliable third-party supplier network. We are committed to including Certified Diverse Suppliers (CDS) in our purchasing lifecycle, both internally and for the benefit of our clients¹.

¹ Certified Diverse Suppliers are defined as minority-owned, women-owned, veteran-owned, LGBT-owned, service disabled veteran-owned, historically underutilised businesses and small businesses.

Our Supplier Diversity Programme encourages WPP and our agencies to buy from CDS. Through the Global Supplier Diversity Alliance, with memberships in Australia, the UK, and the United States, we have access to global directories of CDS, so we can actively search and include them in our RFPs and client tender responses. We can also access best practice so diverse suppliers not only win contracts but also thrive in our ecosystem. In 2021, through the UK chapter, MSDUK, we sponsored the UK's first accelerator programme to help minority-owned businesses become supply-chain ready (see case study, below).

Media investment is managed by GroupM. GroupM's Media Inclusion Initiative aims to direct investment in, and create opportunities for, diverse media companies and content creators with an initial focus on Black-owned media. In 2021, as part of this initiative 20 clients have pledged to spend at least 2% of their total annual media budget in Black-owned media.

ACCELERATING SUPPLIER DIVERSITY

Ethnic Minority start-ups are under-represented in both public and private sector supply chains, facing challenges from a lack of early-stage investment and VC funding to access to social capital including networks and mentors.

To help create an environment for success, WPP partnered with Unilever, Dow and Google to sponsor the UK's first accelerator programme for minority-owned businesses.

Run by MSDUK, our UK Supplier Diversity Alliance Partner, the programme offers three months of intensive acceleration support covering five modules (Customer Discovery, Customer Validation, Product Management, Growth and B2B Insights and Communication). The programme connects Ethnic Minority Businesses with potential clients like WPP and provides holistic support from expert entrepreneurs on topics from networking and mental resilience to supporting future leaders. WPP agencies provided mentors and ran workshops on topics including user experience.

The aim is to create an ecosystem where diverse suppliers and corporates can grow and thrive together.



HUMAN RIGHTS

Respect for human rights is a fundamental principle for WPP. In our business activities we aim to prevent, identify and address negative impacts on human rights and we look for opportunities to promote and support human rights, including children's rights, through our business activities and in areas such as our pro bono work.

We remain a committed signatory of the Women's Empowerment Principles, a guide for businesses on how to empower women in the workplace, marketplace and community. We are also a proud partner of UN Women. In 2021, we launched #ActForEqual on International Women's Day to mobilise people and businesses ahead of UN Women's Gender Equality Forum.

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

We expect our suppliers to adopt human rights standards consistent with our own.

We are a member of the United Nations Global Compact and report progress against its ten principles annually. This report forms our sixth annual communication on progress.



See reporting standards index
wpp.com/sustainabilityreport2021

Our most direct impact on human rights is as a major employer. People are at the heart of WPP's business and critical to our business success. We recognise the rights of our people, including those relating to freedom of association and collective bargaining, and we do not tolerate harassment or any form of forced, compulsory or child labour.

We are committed to building a workforce that reflects the societies in which we operate and a culture that is inclusive and one where people feel they belong.

Human rights are included in the mandatory ethics training completed on joining and then annually by all employees.

i See People chapter for more information, from page 16

We work with clients to manage any human rights risks from marketing campaigns, for example by protecting children's rights in relation to marketing (see page 40). WPP agencies will not undertake work designed to mislead on human rights issues.

MODERN SLAVERY

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

WPP recognises the prevalence of modern slavery across all countries. We aim to implement appropriate measures to mitigate the risk of it occurring, either in our own operations or those of our partners.

As part of our due diligence process, suppliers are required to complete a self-assessment questionnaire which includes specific questions on modern slavery. Any issues raised from the responses are flagged to the relevant WPP team for further investigation.

Our global Supplier Agreement includes a specific clause relating to modern slavery compliance. WPP reserves the right to terminate its contract with any supplier found to breach or fail to comply with any legislation relating to modern slavery.

In 2022 we will launch a refresher training module on Modern Slavery and Human Rights for the Global Procurement team.

WPP is also committed to working with other businesses and governments to act against modern slavery. In the UK, we continued as a member of the Home Office Business Against Slavery Forum (BASF), which is a platform that helps businesses identify, tackle and prevent slavery in their supply chains and enables us to share intelligence and best practice.



To learn more, download our Modern Slavery Act Transparency Statement
wpp.com/sustainability/modern-slavery-act-statement

DATA: PRIVACY, SECURITY AND ETHICS

We continue to build on our established foundations for data protection and data privacy.

The rise in privacy and data regulation around the world reflects consumer demand to put the interests of the individual at the heart of considerations around data usage. WPP demonstrates, through its expertise and direct engagement, that we are a trusted partner for our clients, suppliers and associates.

Our policies and governance ensure we are well placed to respond to new regulation, including the introduction of new laws in China, the United States and the Middle East, among others. Through our active engagement in industry bodies, particularly in the UK with the Advertising Association and the United States with the 4As and the Network Advertising Initiative, we are able to monitor and influence the changing regulatory landscape.

CLIENTS

Interest and engagement from our clients continues to grow on data privacy, protection and ethics, not only through commercial and contractual negotiations, but throughout the operational relationship.

Our privacy teams have established direct relationships with their client counterparts to ensure alignment and engagement on this subject and we have jointly hosted privacy-focused client sessions establishing a shared understanding in the work being undertaken.

We recognise our clients' focus on the increasing importance of first-party data and data access and variety rather than acquisition at volume. In April 2021 we launched Choreograph, our new data products business, which epitomises our data philosophy: that clients should own their own data to future-proof their businesses. Choreograph plays a critical role in navigating the privacy and compliance landscape, giving clients control and ownership of their first-party data.

DATA ETHICS

Data ethics continues to be a focus for WPP. In 2021, we further developed the WPP Data Ethics Statement and Artificial Intelligence (AI) Statement into full policies outlining to our people, clients and stakeholders the foundations of our ethical data processing.

In 2021, GroupM – WPP's media investment group – launched the industry's first tool to operationalise data ethics. The Data Ethics Compass is a global web app which allows advertisers to quickly and consistently evaluate the ethical risk level of data assets and decisions.

DIVERSITY, EQUITY AND INCLUSION

WPP is committed to diversity, equity and inclusion in our business, supply chains and client work. Increasingly, clients ask us to demonstrate our people are from diverse backgrounds and representative of their own customers. We are working to continually improve how we measure performance. For over 30 of our markets, we have developed detailed guidance on how we can collect and report on such data in line with regulations and in a way that is culturally sensitive to our own people. We also want to play our part in developing industry standards.

i For information on diversity data, see **Diversity, equity and inclusion from page 22**

GOVERNANCE, POLICIES AND TRAINING

Our Group Chief Privacy Officer leads our work on privacy, supported by our Global Data Protection Officer. Together, they provide practical guidance and support to our agencies, ensure that privacy risks are well understood, and promote best practices.

The WPP Risk sub-Committee is responsible for reviewing and monitoring the Group's approach to regulatory and legal compliance, as well as monitoring data privacy, ethics and security risk. This is pivotal in our approach to our own and our clients' data, as well as contributing to our overall strategy. Co-chaired by WPP's Chief Privacy Officer and Chief Information Officer, members represent the security, technology and data leadership.

The WPP Data Privacy and Security Charter communicates our approach to data, setting out core principles for responsible data management through our Data Code of Conduct, our technology, privacy and social media policies, and our security standards (based on ISO 27001). The Charter was updated in 2021 to include the WPP AI and Data Ethics policies.

All new and current employees, as well as consultants, are required to complete our Safer Data training, which covers data protection and privacy. The training is refreshed annually and is updated in line with privacy regulations. This training is augmented by subject-focused training, where required, covering specific regulations, regional laws or activities undertaken by our agencies.

Our annual Data Health Checker provides us with insight into how data is used, stored and transferred and helps to identify any parts of the business that need further support on data practices. The results show us that the majority of our agencies continue to have mitigation measures that match or exceed their level of privacy risk, with the average risk score being 1.6 out of five (2020: 1.6), where five is the maximum score possible and indicates maximum risk.

AI, MACHINE LEARNING AND DATA

The privacy, data protection and security teams work closely with the technology team facilitating both strategic and compliance alignment particularly for the development of client-focused data services.

We are developing skilled, knowledgeable teams with an understanding of the centrality of data to our business. In 2021, there were 10,000 course enrolments through the WPP AI Academy. Our Demystify AI training was awarded Data IQ best data literacy programme.

In 2021 we launched a new WPP Data and AI Ethics Hub to share our ethical guidelines and principles across WPP. The hub features a new WPP Ethics Guidelines Tool, which offers practical advice to ensure that all work conforms to WPP guidance on transparency, fairness, respect and accountability.

We encourage a culture of curiosity and sharing. In 2021, we held over 40 webinars through our Data and AI Community, and grew the community in Asia Pacific.

TAX POLICY

TAX PAYMENTS IN 2021

The Group paid corporation and overseas taxes of £391 million in 2021 (2020: £372 million). Estimated social security taxes collected and paid during 2021 were £970 million (2020: £915 million). Other taxes (primarily property taxes) paid during 2021 were £38 million (2020: £42 million).

We are working to quantify the wider economic impacts of our business and the benefits associated with our activities, including tax payments to governments.

i See **Quantifying our impacts, pages 13 and 14**

GOVERNANCE

Responsibility for tax strategy, the supporting governance framework and management of tax risk ultimately sits with the Chief Financial Officer (CFO). Day-to-day responsibility for each of these areas sits with the Group Tax Director, who reports to the Group Finance Director.

The Audit Committee, which is made up of Independent Non-Executive Directors, reviews the Group's tax strategy annually. Key risks and issues related to tax are escalated to, and considered by, the CFO throughout the year, and the Audit Committee (and if appropriate the full Board) twice a year.

We disclose our UK Tax Strategy in our Annual Report 2021 and key elements are summarised below.

MANAGING TAX RISK

As a large multinational group with operations globally, the Group is exposed to a variety of tax risks. These can be grouped under the following headings:

1. Tax compliance and reporting risks which cover risks associated with compliance failures such as submission of late or inaccurate returns, the failure to submit claims and elections on time or where finance or operational systems and processes are not sufficiently robust to support tax compliance and reporting requirements.

2. Transactional risks which arise where transactions are carried out or actions are taken without appropriate consideration of the potential tax consequences or where advice taken is not correctly implemented.

3. Reputational risks which looks beyond financial risks to the wider impact tax risk may have on our relationships with our stakeholders, including shareholders, clients, tax authorities and the general public.

WPP Tax is made up of a team of tax professionals based predominantly in London and New York. In addition to an oversight role, they provide advice on tax-related issues, undertake or assist with tax filings, manage relationships with tax authorities and assist with various forms of tax and financial reporting.

Where appropriate, we look to engage with tax authorities to disclose and resolve issues, risks and uncertain tax positions. The subjective nature of many tax rules does however mean that it is often impossible to mitigate all known tax risk. Indeed, in certain situations, an element of tax risk may be maintained, where we believe our approach is consistent with the principles set out in our tax strategy and where the range of potential outcomes is in accordance with our risk parameters. Thus, at any given time, the Group may be exposed to some risk arising from its tax affairs, although one of the key responsibilities of WPP Tax is to manage and mitigate tax risk wherever possible.

TAX COMPLIANCE AND RELATIONSHIP WITH TAX AUTHORITIES

We are committed to complying with our tax filing, reporting, payment and disclosure obligations globally.

We look to maintain open and transparent relationships with the tax authorities in the jurisdictions in which we operate. This may take the form of discussing key developments in our business and the potential impacts of those developments. Equally, it may involve disclosing and seeking to resolve a known issue prior to the filing of the relevant tax return.

From time to time, our views (and those of our advisors) on the appropriate tax treatment in any given case may differ from those of the tax authorities. Where such circumstances arise, we will work constructively and proactively with the tax authorities in question with a view to achieving an early resolution.

TAX PLANNING

We will not engage in purely artificial transactions, the sole purpose of which is to reduce tax.

We enter into transactions or arrangements on the basis that they have the substance required by law, as well as a business, commercial or other non-tax purpose. We will not enter into transactions with the purpose of securing a tax advantage clearly and unambiguously contrary to the relevant legislation.

External tax advice is sought in relation to areas of complexity or uncertainty to support our work in complying with our tax strategy. We will not enter into transactions or arrangements unless they are consistent with our tax strategy.

Our tax policy requires that, where tax law is unclear or subject to interpretation, we take external tax advice and any adopted tax position is at least probable to apply.

TRANSPARENCY

We support initiatives to improve international transparency on taxation matters, including OECD measures on country-by-country reporting and automatic exchange of information.


We do not tolerate tax evasion, nor do we tolerate the facilitation of tax evasion by any person(s) acting on our behalf.

ABOUT OUR REPORTING

We have reported on our sustainability performance since 2002. We aim to take an integrated approach to managing sustainability risks and opportunities and to reflect this in our reporting. We integrate key performance information into our Annual Report 2021 and provide further details, data and case studies in our Sustainability Report.

Sustainability data is for the calendar year 2021 and covers all subsidiaries of the Company.

The majority of our data is collected twice a year through our Company financial reporting system. This covers all subsidiaries of the Company – over 98% of direct employees. It does not include associate companies or joint ventures. Our per person carbon footprint figures are calculated using data for full-time equivalent employees (FTEs).

The selected ESG performance metrics marked with the symbol  throughout this report have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ending 31 December 2021 in accordance with International Standard on Assurance Engagements 3000 (revised) and in respect of GHG emissions data, International Standard on Assurance Engagements 3410, issued by the International Auditing and Assurance Standards Board. A copy of PwC's report is on page 58 and our methodology is available at wpp.com/sustainabilityreport2021.

GUIDELINES AND REPORTING FRAMEWORKS

We use external frameworks to help us implement good reporting practice, to ensure we are covering the topics of most interest to stakeholders and to aid comparison with other companies. These include:

- **Global Reporting Initiative (GRI):** our report references selected GRI Standards, and our GRI Standards content index (available online) lists these disclosures and their location in our report;
- **Sustainability Accounting Standards Board (SASB):** we include some metrics for the Advertising and Marketing Sustainability Accounting Standard in our reporting standards index;
- **UN Global Compact (UNGC):** WPP is a member of the UNGC and this Sustainability Report represents our seventh communication on progress. We provide an index which summarises our approach and progress on the UNGC's ten principles on our website;
- **UN Sustainable Development Goals (SDGs):** we have also indicated where our work on sustainability is supporting progress on the SDGs. More information is on page 15; and

- **World Economic Forum and International Business Council Stakeholder Capitalism Metrics (WEF IBC):** our disclosures against these metrics, launched in September 2020, are listed in our online reporting standards index.
- **CDP:** We also disclose information through various investor indices and benchmarks including CDP climate change



To read our CDP climate change disclosure, visit cdp.net

- **Task Force on Climate-related Financial Disclosures (TCFD):** We support the TCFD and are developing our disclosures in line with its recommendations.



To read our TCFD disclosure and full carbon emissions statement, see pages 214-217 of our Annual Report 2021

OUR MATERIALITY PROCESS

We use a materiality process to ensure our strategy, investments and reporting focus on the issues of greatest importance and relevance to our business and our stakeholders.

Our first formal materiality assessment in 2014 included interviews with clients, investors, NGOs, and sustainable business experts, as well as senior executives in our Company functions and our agencies. We periodically repeat a formal materiality assessment, most recently in 2020, to reflect our new corporate strategy and changing stakeholder priorities. Full definitions of each stakeholder priority are available online.

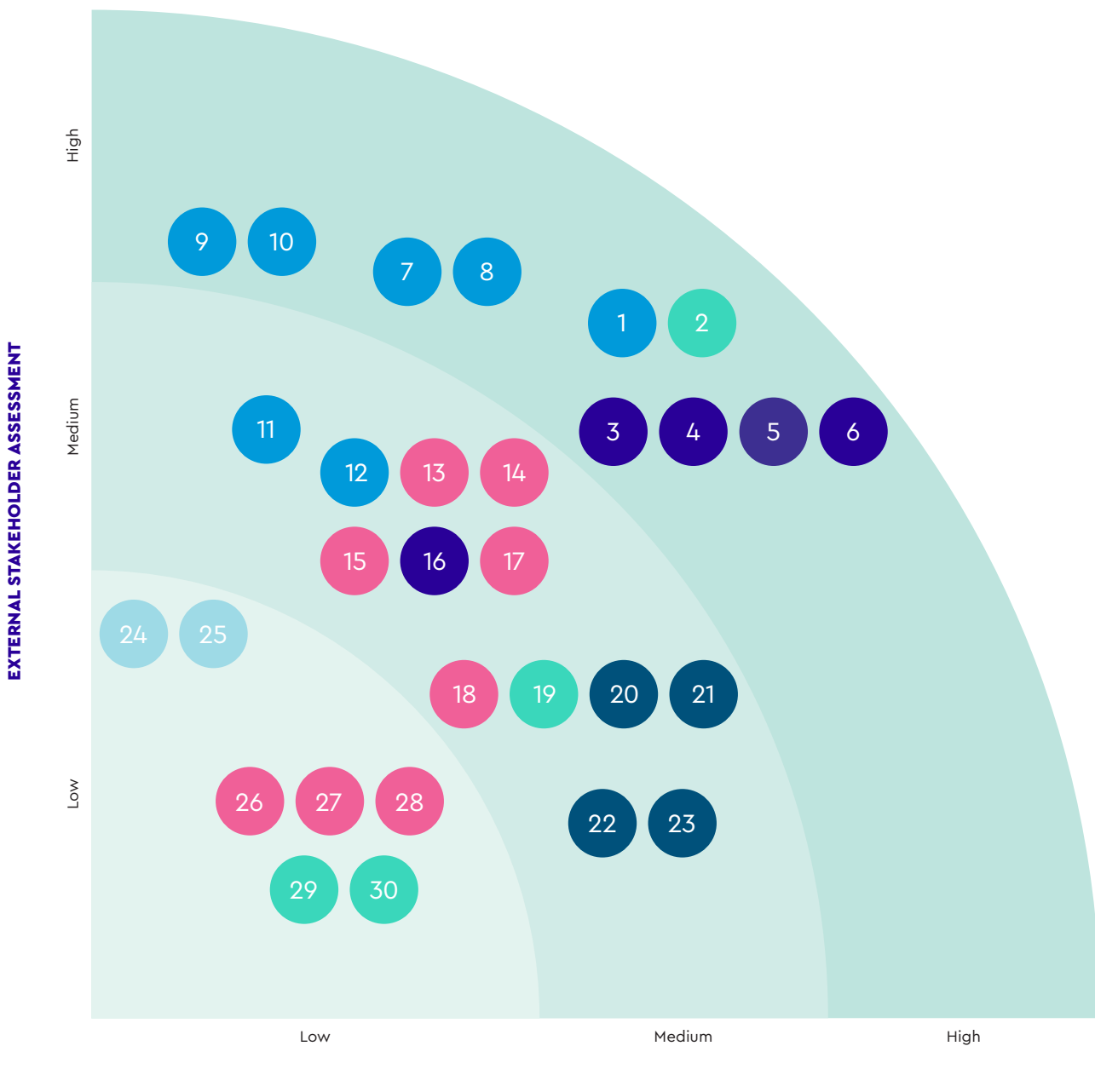
Our materiality matrix (page 57) shows the issues identified as important to our internal stakeholders (employees, future employees, and leadership – horizontal axis) and external stakeholders (clients, investors, partners and suppliers, and civil society – vertical axis).

Since completing this assessment, the Covid-19 pandemic has shifted priorities for both our internal and external stakeholders. For example, issues including health, safety and wellbeing, employee relations, and workplace culture and engagement, have increased in importance for all stakeholders, as has climate change and our response. Supply chain transparency, particularly in relation to human rights, resilience and supplier diversity, has increased in importance for our clients.

In 2021 we assessed changing stakeholder priorities in three ways:

- First, through ongoing dialogue through the course of doing business;
- Second, through a formal sustainability stakeholder mapping exercise conducted by H+K Strategies to help WPP strengthen the effectiveness of our engagement on sustainability issues; and
- Third, through a more localised materiality assessment. To date, our materiality assessments have been conducted at Company-level, but for the first time in 2021 we conducted a materiality survey across 21 markets through our agency networks.

WPP MATERIALITY ASSESSMENT



INTERNAL STAKEHOLDER ASSESSMENT

- Client work
- People
- Environment
- Supply chain
- Social investment
- Governance and management

1 Including content with negative social or environmental impacts, such as hate speech or greenwashing, and ad placement alongside harmful content.
 2 Employment practices includes issues such as pay while employee relations includes engagement and remediation.
 3 Including artificial intelligence and ad tech.
 4 Including driving consumer behaviour change on social and environmental issues eg climate change.
 5 Including the decision over whether or not to work with clients in controversial sectors or on controversial topics or products.
 6 Including living wage.
 7 Including pro bono, donations and volunteering.

HIGH RISK


- 1 Inclusion and diversity
- 2 Climate crisis
- 3 Harmful and misrepresentative content¹
- 4 Compliance with marketing codes of practice and regulations
- 5 Transparency in digital ad spend
- 6 Data privacy and cybersecurity
- 7 Attracting, developing and retaining talent
- 8 Employment practices²
- 9 Remuneration and benefits
- 10 Workplace culture and engagement

MEDIUM RISK


- 11 Employee relations²
- 12 Health, safety and wellbeing
- 13 Anti-bribery and corruption
- 14 Business integrity
- 15 Emergent technologies³
- 16 Promoting sustainable norms and culture⁴
- 17 Client products and impacts⁵
- 18 Operations in sensitive countries
- 19 Circular economy
- 20 Human rights and labour practices in the supply chain
- 21 Environmental impacts in the supply chain
- 22 Supplier diversity
- 23 Fair treatment of suppliers⁶

LOW RISK

- 24 Social investment⁷
- 25 Community relations
- 26 Government relations and lobbying
- 27 Tax payments
- 28 Joint ventures, affiliate and associate companies and acquisitions
- 29 Biodiversity
- 30 Water use


 To read full definitions of each stakeholder issue, visit wpp.com/sustainability

INDEPENDENT LIMITED ASSURANCE REPORT TO THE DIRECTORS OF WPP PLC ON SELECTED ESG PERFORMANCE METRICS

The Board of Directors of WPP plc ("WPP") engaged us to obtain limited assurance on the selected ESG performance metrics for the year ended 31st December 2021 (together the "Subject Matter Information") as defined below and marked with the symbol  within the 'WPP sustainability report 2021', the 'Annual Report & Accounts 2021' and/or the 'WPP ESG Metrics Tables 2021.pdf' on the webpage wpp.com/sustainability/sustainability-report-2021/WPP-ESG-Metrics-Tables-2021¹ (as specified within the 'Subject Matter Information' table below), in each case for the year ended 31st December 2021 (together, the "Reports").

Our assurance conclusion does not extend to information in respect of earlier periods or to any other information included in, or linked from, the Reports including any images, audio files or videos.


OUR QUALIFIED LIMITED ASSURANCE CONCLUSION









Except for the possible effect of the matter referred under the 'Basis for qualified conclusion' paragraph below, based on the procedures we have performed, as described under the 'Summary of work performed as the basis for our assurance conclusion' and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information as defined below and marked with the symbol  in the Reports for the year ended 31st December 2021 has not been prepared, in all material respects, in accordance with the Reporting Criteria referenced in the 'Subject Matter Information and Reporting Criteria' section below.

BASIS FOR QUALIFIED CONCLUSION – AIR TRAVEL DATA

In respect of the performance metrics 'Total air miles travelled', 'Total air miles travelled per person', 'Air travel emissions' and 'Total reduction in business air travel emissions year on year', we identified the inconsistent application of the Reporting Criteria in multiple territories, resulting in a lack of sufficient appropriate evidence on which to base our assurance conclusion.

SUBJECT MATTER INFORMATION AND REPORTING CRITERIA

The Subject Matter Information needs to be read and understood together with the Reporting Criteria available at wpp.com/sustainability/sustainability-report-2021/wpp-sustainability-reporting-criteria-2021, which WPP is solely responsible for selecting and applying. The location of the Subject Matter Information between the Reports is shown via the symbol .

Subject Matter Information	Annual Report & Accounts 2021	WPP sustainability report 2021	WPP ESG metrics tables 2021.pdf on the webpage wpp.com/sustainability/sustainability-report-2021/WPP-ESG-Metrics-Tables-2021 ¹
Gender balance of Board and Executive Leaders: Female 39%; Male 61%			
Gender balance of Total employees: Female 56%; Male 44%			
Age diversity: 19 or under 1%; 20–29 35%; 30–39 38%; 40–49 18%; 50–59 7%; 60 and over 2%			
Total investment in inclusion programmes as part of our commitment to invest \$30m over three years (in USD\$ million spend in the year): \$5.9m			
Workforce ethnicity data for the UK: – Board Members or Executive Leaders: Asian 5%, Black 1.2%, Mixed/Multiple Ethnic Groups 1.6%, Other Ethnic Group 2.6%, White 80.0%, Unknown or Undisclosed 9.7% – Senior Managers: Asian 6.4%, Black 2.5%, Mixed/Multiple Ethnic Groups 2.4%, Other Ethnic Group 2.3%, White 76.2%, Unknown or Undisclosed 10.1% – Other employees: Asian 9.1% Black 4.7%, Mixed/Multiple Ethnic Groups 3.2%, Other Ethnic Group 4.0%, White 60.7%, Unknown or Undisclosed 18.3% – All staff: Asian 8.4%, Black 4.2%, Mixed/Multiple Ethnic Groups 3.0%, Other Ethnic Group 3.6%, White 64.5%, Unknown or Undisclosed 16.4%			
Subtotal Scope 1 emissions: 10,138 TCO2e			
Scope 2 location-based emissions: 55,990 TCO2e			
Total air miles travelled: 39.6 million miles			
Total air miles travelled per person: 362 miles per person			
Business air travel emissions: 11,421 TCO2e			
Total reduction in business air travel emissions year on year: 51 %			

INHERENT LIMITATIONS

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, evaluation and measurement techniques that can affect comparability between entities and over time.

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the underlying subject matter and the methods used for determining such information. The precision of different measurement techniques may also vary.

RESPONSIBILITIES OF WPP'S DIRECTORS

The Directors of WPP plc are responsible for:

- determining appropriate reporting topics and selecting or establishing suitable criteria for measuring or evaluating the underlying subject matter;
- ensuring that those criteria are relevant and appropriate to WPP and the intended users of the Reports;
- the preparation of the Subject Matter Information in accordance with the Reporting Criteria including designing, implementing and maintaining systems, processes and internal controls over information relevant to the evaluation or measurement of the Subject Matter Information, which is free from material misstatement, whether due to fraud or error, against the Reporting Criteria; and

¹ The maintenance and integrity of WPP plc's website is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Subject Matter Information or Reporting Criteria when presented on WPP's website.

- producing the Reports, including underlying information and a statement of Directors' responsibility, which provides accurate, balanced reflection of WPP's performance in this area and discloses, with supporting rationale, matters relevant to the intended users of the Reports.

OUR RESPONSIBILITIES

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Subject Matter Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Directors of WPP.

PROFESSIONAL STANDARDS APPLIED

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' and, in respect of the greenhouse gas emissions, in accordance with International Standard on Assurance Engagements 3410 'Assurance engagements on greenhouse gas statements', issued by the International Auditing and Assurance Standards Board.

OUR INDEPENDENCE AND QUALITY CONTROL

We have complied with the Institute of Chartered Accountants in England and Wales Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, that are at least as demanding as the applicable provisions of the International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants (including International Independence Standards).

We apply International Standard on Quality Control (UK) 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

SUMMARY OF WORK PERFORMED AS THE BASIS FOR OUR ASSURANCE CONCLUSION

In carrying out our limited assurance engagement we:

- considered the suitability in the circumstances of WPP's use of the Reporting Criteria, as the basis for preparing the Subject Matter Information;
- through inquiries with WPP's management, including the Group sustainability team and those with responsibility for sustainability management and reporting, obtained an understanding of WPP's control environment, processes and systems relevant to the preparation of the Subject Matter Information;
- evaluated whether WPP's methods for developing estimates are appropriate and had been consistently applied;
- undertook virtual site visits at eight of WPP's reporting units (supplemented by further testing in relation to other reporting units where required for certain metrics); we selected these sites based on their inherent risk and materiality to the group;
- performed limited substantive testing on a selective basis of the Subject Matter Information at corporate head office and in relation to the selected reporting units to check that underlying information had been appropriately evaluated or measured, recorded, collated and reported;
- performed analytical procedures by comparing month on month or year on year movements and trends and made inquiries of management to obtain explanations for significant differences we identified; and
- considered the disclosure and presentation of the Subject Matter Information.

Our procedures did not include evaluating the suitability of design or operating effectiveness of control activities, testing the data on which the estimates are based or separately developing our own estimates against which to evaluate WPP's estimates.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

OTHER INFORMATION

The other information comprises all of the information in the Reports other than the Subject Matter Information and our assurance report. The directors are responsible for the other information. As explained above, our assurance conclusion does not extend to the other information and, accordingly, we do not express any form of assurance thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Subject Matter Information or our knowledge obtained during the assurance engagement, or otherwise appears to contain a material misstatement of fact. If we identify an apparent material inconsistency or material misstatement of fact, we are required to perform procedures to conclude whether there is a material misstatement of the Subject Matter Information or a material misstatement of the other information, and to take appropriate actions in the circumstances.

USE AND DISTRIBUTION OF OUR REPORT

This report, including our conclusion, has been prepared solely for the Board of Directors of WPP in accordance with the agreement between us dated 10th November 2021, as amended (the "agreement"). Our report must not be made available to any other party save as set out in the agreement. To the fullest extent permitted by law, we do not accept or assume responsibility or liability to anyone other than the Board of Directors and WPP plc for our work or this report except where terms are expressly agreed between us in writing.

PricewaterhouseCoopers LLP

PricewaterhouseCoopers LLP
Chartered Accountants
London
31st March 2021



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COMPANY INFORMATION

If you would like further general information about WPP, its companies or any of the programmes or initiatives mentioned in this Sustainability Report 2021, please visit our website, wpp.com, or email: enquiries@wpp.com

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Investor relations material and our financial statements are available online at wpp.com/investors

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