

REFLECT RECONCILIATION ACTION PLAN

FEBRUARY 2022 –
FEBRUARY 2023



RECONCILIATION
ACTION PLAN

REFLECT





"CONNECTED"

BY JORDAN ARDLER

ACRYLIC ON CANVAS

This artwork acknowledges and pays respect to the place, home and environments of the Traditional Owners, on whose land WPP operates. It illustrates the objectives and aspirations of WPP, while also symbolising their collaboration initiatives, positive engagement and communication with diverse cultures and communities.

The main meeting place icons represent WPP's multiple offices in Australia, and reflect the close connection to our offices and colleagues in New Zealand. They are all connected by the walking track, symbolising strength and togetherness. The lime green patches seen splashing off the meeting places highlight the inspiration, power and creativity generated during collaboration.

The purple dotted lines on each side are an outline of the geographic locations of the head offices in Australia and New Zealand – respectively Barangaroo, Sydney and Tāmaki Makaurau,

Auckland CBD. The map shown in the artwork depicts the coastline pre-colonisation, with the waters between connecting the lands. This was done to acknowledge our ancestors, Elders and Traditional Owners of the land. The location of the main offices can be identified by the yellow circles.

Line and dot symbols found in the corner of the piece can be seen as data and technology. They are also symbolic of reaching out, ever changing environments and community engagement.

As the artist, Jordan has a connection to the land on which the Australian head office is found, out of respect and to acknowledge her ancestors, people and community, she included her own finger prints into the artwork to highlight this connection with pride.

The artwork when viewed from a distance, has been designed to show land, seas and sky.



ACKNOWLEDGEMENT OF COUNTRY

At WPP, we acknowledge Aboriginal and Torres Strait Islander people as the Traditional Owners of the lands on which we work, throughout Australia. We pay our respect to Elders past and present, and we acknowledge their culture of storytelling through art, dance and music, from which we draw inspiration.

WPP recognises Aboriginal and Torres Strait Islander peoples' continuing connection to the land, waters and culture of this country.



MESSAGE FROM RECONCILIATION AUSTRALIA CEO

Reconciliation Australia welcomes WPP to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

WPP joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types: Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations;

equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables WPP to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations WPP, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Aerial view of Moonderup (North Cottesloe Beach) at Sunset, Western Australia. Photo: Sahil Malhotra



MESSAGE FROM THE COUNTRY PRESIDENT WPP AUSTRALIA AND NEW ZEALAND

On behalf of WPP, I am proud to introduce the first WPP 'Reflect' Reconciliation Action Plan (RAP) outlining our total commitment towards a more diverse, equitable and inclusive future – with reconciliation at the heart of our ambitions.

We see this RAP as a fundamental part of our role as the creative transformation company, to build better futures for our people, planet, clients and communities.

As a global company, WPP operates in 110 markets. In Australia, we employ more than 2,500 people, many of whom have relocated here, to make Australia their home. We are proud of our heritage and passionate about our future, as we aspire to become the world's most creative company and an employer of choice for all.

As we embark on this RAP journey, our role is to listen and learn from the First Nations' people in our local communities, so that we can more fully understand their history and acknowledge our place in their story. We have offices located throughout Australia, which sit on the lands of the Gadigal people and the Cammeraygal people in Sydney; the Turrbal and Yuggera people in Brisbane; the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung people of the Eastern Kulin Nation in Melbourne; the Kaurna people in Adelaide; the Ngannawal people in Canberra; and the Whadjuk Noongar people in Perth.

Diversity, equity and inclusion is a driving principle for our company as we strive to be more representative of the communities in which we live and work. The commitments we have made globally are designed to give a voice to under-represented groups at the highest level of WPP.

Our RAP will reinforce our diversity, equity and inclusion commitments with specific focus on celebrating and supporting the role First Nations' people play in our communities and our workplace. Through our work with clients to drive behaviour change, we see a unique opportunity to partner with community leaders to ensure our efforts create meaningful economic and social opportunities.

We will explore how creative employment pathway opportunities for First Nations' people can build our talent base to strengthen our craft of storytelling. This means building a workplace that is inclusive through a commitment to progressive policies, protocols and culturally relevant education.

Across our business, we will build awareness of the ways we can support First Nations' businesses

through our supply network and peer mentoring. Within each of our state-based locations, we will engage our people to listen, learn and celebrate the stories that are unique to each location, building a deeper connection to, and respect of, the land on which we live and work.

By taking this journey, we move from ideas and intention, to creating impact. We are excited to work together with First Nations' communities, and in partnership with our suppliers, clients and colleagues, to achieve real progress towards reconciliation. I am honoured by the opportunity to join our people in leading powerful change for our business and our community.

Rose Herceg
WPP Country President,
Australia and New Zealand

Our Sydney Campus, The Bond, sits on the land of the Gadigal people.

"What makes WPP special is its people. It's why our clients choose WPP and why we're continuing to build a culture that is open and inclusive, where people are able to bring their true selves to work, do their best work and grow their career."

Mark Read, WPP Global Chief Executive Officer

OUR PURPOSE

WPP is the creative transformation company.

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

OUR PEOPLE

We invest in our people's future, create inclusive working environments, and build cultures based on the values of open, optimism and extraordinary.

OUR PLANET

We're using our creativity, expertise, relationships and scale to help build a more sustainable and equitable world.

OUR CLIENTS

We bring together talented people, unrivalled capabilities and outstanding creativity to deliver transformational results for our clients.

OUR COMMUNITIES

The work we do with charities and NGOs – often on a pro-bono basis – and with our government and commercial clients, can bring about change for the better in our communities.

COMMUNICATIONS

We create and place ideas that move people, inform culture and drive change.

EXPERIENCE

We design and produce experiences that bring brands to life.

COMMERCE

We architect innovation in connected commerce.

TECHNOLOGY

We leverage our global technology partnerships, unique scaled platforms and capabilities to build technology and data solutions fit for our clients' needs.

OUR BUSINESS

At WPP, we help brands connect with consumers in creative ways to deliver transformative business growth.

Our clients need strategic experts in communications, experience, commerce and technology to help them navigate the changing consumer landscape.

We use data and insights to inform marketing and communications strategies that engage people on and offline; we build websites and commerce solutions that allow our clients to sell to consumers; and we produce creative ideas that are innovative, effective and encourage people to change their behaviours.

Our common approach to production, technology and data, fostering collaboration and the sharing of knowledge and customer insights, enhances creativity and drives efficiency for the benefit of our clients.



OPEN

OPTIMISTIC

EXTRAORDINARY

OUR VALUES

WPP is a destination for the best and brightest in our industry, with a culture based on the values of openness, optimism and a commitment to extraordinary work, creating an environment that fosters change for our people, planet, clients and communities.

- We are inclusive and collaborative.
- We encourage the free exchange of ideas.
- We respect and celebrate diverse views.
- We welcome new ideas, new partnerships, new ways of working.

OUR DE&I AMBITIONS

Our mission is to build and foster an inclusive culture of belonging, one that is equitable and respectful of diverse thought and individual expression. To do this we aspire to:

CULTURE

Foster a culture where our people feel that they belong, are supported and have an opportunity to thrive

OPPORTUNITY

Provide every person equal opportunity to learn, grow, and do amazing creative work with the support of leaders and colleagues who are inclusive and kind

DIVERSITY

Celebrate the ways that diversity and difference combine to produce awe-inspiring creativity



OUR COMMITMENT TO ANTI-RACISM

On 17 June 2020, WPP announced a set of global commitments and actions to help combat racial injustice and support Black and minority ethnic talent.

OUR COMMITMENTS

- We will take decisive action on each of the 12 points in the "Call For Change" open letter to the industry from more than 1,200 Black advertising professionals; complete a fundamental review of our hiring, retention, promotion and development practices; and publish our racial diversity data.
- We will use our voice to fight racism and advance the cause of racial equity in and beyond our industry.
- We will invest USD\$30 million over the next three years to fund inclusion programmes within WPP and to support external organisations.

The 12 actions in the "Call For Change" letter range from investment in the career paths of Black employees and a measurable commitment to improving Black representation in senior management, to wage equity plans for people of colour and mandatory anti-racism training for leaders and HR employees. Our agencies have already taken or are in the process of taking many of the actions, but we will implement all 12 throughout WPP, on an accelerated timescale. This will include setting targets, tracking the progression of under-represented groups and publishing our racial diversity data. This work will be underpinned by a comprehensive review of our policies, processes and practices so that they elevate Black talent and never stifle it.

Here are some examples of how we are investing in efforts to meet our overall diversity, equity and inclusion goals.

ROOTS

A professional network of individuals driven by a desire to better inform the way we approach ethnicity, race, culture and religion within our industry, striving for greater, authentic representation within our business, and importantly our output. Roots aims to inspire and support both our talent and our clients through open, honest discussion, project-led action and offering a greater spectrum of cultural insights.



UNITE

WPP Unite is a cross-agency LGBTQ+ community, which advises on policies that impact the lesbian, gay, bisexual, transgender and queer (LGBTQ+) talent of WPP and its agencies. Launched in the UK, the network is expanding into other markets globally including the US, India, Australia and Hong Kong with more to follow.



STELLA

A community of female senior leaders across WPP in various countries around the world. Stella aims to develop and accelerate the careers of our current and future female leaders. This will drive improved management representation, more female role models, networking opportunities, improved policies for women and increased adoption of gender diversity best practices.

UNSTEREOTYPE ALLIANCE

WPP is a member of the Alliance, a thought and action platform that seeks to eradicate harmful stereotypes in all media and advertising content.

Convened by UN Women, the United Nations entity for Gender Equality, the Unstereotype Alliance brings together partners and seeks to collectively use the advertising industry as a force for good to drive positive change all over the world. The Alliance contributes to empowering people in all their diversity (race, class, age, ability, ethnicity, religion, sexuality, language, education, etc.) to help create an equal world.

#UNSTEREOTYPE
ALLIANCE



OUR COMMITMENT TO SOCIAL IMPACT

WPP is committed to globally achieving Net Zero carbon emissions by 2030 – every piece of marketing, every time, for every client, Net Zero by 2030.

This is a commitment to our **people**, our **planet**, our **clients** and our **communities**.

At WPP, we have been actively reducing the carbon emissions produced by our operations since 2006. We are now setting targets that increase the rate of reduction to go beyond the required carbon reductions outlined in the Paris Agreement. We are also broadening our commitment to include the emissions produced in our supply chain as well as those from our direct operations.

We're doing this because it is the right thing to do, and we recognise that to meet our targets, we need to collaborate with others. Building strong, respectful and strategic relationships that ensure we honour the continuing connection First Nations peoples have to the land and waters of Australia, will be critical in our efforts to achieve our Net Zero goals.

We believe that in addressing the complexities of transforming how we work and drive performance to design a sustainable future, our Net Zero commitment will be fundamental to everything we do.

Our global Environment, Social and Governance (ESG) strategy aligns our commitments to local initiatives that will create sustained, positive change for all Australians and New Zealanders. This initiative is led in Australia and New Zealand by WPP Chief Commercial Officer, Paul Rushton, with a project team representing the priorities for each pillar.

Within each pillar, we have established initiatives that will focus on how we:

- Drive diversity, equity and inclusion
- Accelerate the sustainable economy
- Ensure trust, fairness and governance

Our RAP will include initiatives that fall within the People and Communities pillars, specifically to support First Nations' communities through business supplier and employment opportunities.

"As a company that is powered by the expertise and ambition of our people, we recognise the important role we must play in creating a brighter future for all, and for future generations. The ESG program is our determination to make a positive impact on how we do business, and this importantly includes listening to and learning from the Traditional Owners of our land, the First Nations people. Together, we can make a powerful difference in the work we do for our clients and the responsibility we share for the wellbeing of our people, planet and communities."

Paul Rushton, Chief Commercial Officer

PEOPLE

Become an employer of choice for all.

PLANET

Maximise our positive impact on the planet.

**OUR
COMMITMENT
TO SOCIAL
IMPACT**

CLIENTS

Partner with our clients to support their ESG ambitions.

COMMUNITIES

Use the power of our creativity and scale to support healthy and vibrant communities.



Our Freshwater Campus, Melbourne, sits on the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung people of the Eastern Kulin Nation, and features a mural by street artist Matt Adnate.

OUR RAP

THE BEGINNING OF OUR RECONCILIATION JOURNEY

Our Reconciliation Action Plan is our commitment to the five dimensions of reconciliation by developing respectful relationships and creating meaningful opportunities with Aboriginal and Torres Strait Islander people. As the largest creative communications group in Australia, we have an opportunity to positively influence attitudes towards Aboriginal and Torres Strait Islander people through our extensive network of companies in communications, experience, technology and commerce. We recognise the important role we can play in closing the gap that ongoing disadvantage has created, to be allies in this journey by investing in the valuable contribution First Nations' people can offer to WPP.

We want to be a business that attracts talented people with integrity and to be a place where everyone can meet their career ambitions through purpose, learning and connection.

We are passionate about creativity, and we know that creativity is most powerful when there is a diversity of voices and experience in every conversation. It is our ambition to create more impactful work and we recognise the valuable role First Nations' voices can play in this success.

To do this, we will work with each of our business leaders to engage their support for this RAP, to lead the conversations and participate in initiatives to advocate for change. Together, we will build a community of champions who will be our 'feet on the ground' bringing this to life in a way that creates momentum and action. We know from our recent employee engagement survey that inclusion and diversity is critical for our people – they want to belong to a company that is genuine in its efforts to create an inclusive workplace, where everyone can be their best. The development of this RAP is in response to their expectations, and our ambitions to broaden the perspectives we hold as marketing communications experts.

"Our commitment to reconciliation must be met with action. This includes having First Nations voices inside our organisation, working side-by-side with our people and our clients. Including Aboriginal and Torres Strait Islander perspectives in our work and creating the space to allow these ideas to shine. As we begin with these small, tangible steps, we are determined to continue to play our role in creating a more inclusive Australia."

Rose Herceg, Country President, WPP Australia and New Zealand

OUR RAP

This is the start of an inspiring journey. Our people, planet, clients and communities are at the heart of our business, so it is imperative that we listen and learn from First Nations people, so that we can commit to change for a brighter and more inclusive future, for all.

WPP has participated in the **CareerTrackers** internship program since 2017. We have hosted 16 internships since 2017 to Summer 2019/2020. For more information about CareerTrackers visit [careertrackers.org.au](https://www.careertrackers.org.au)

CareerTrackers™



WPP has been a member of **Supply Nation** since 2016. Through Supply Nation, we seek opportunities to support First Nations-owned businesses. We have set a target percentage of addressable spend with Aboriginal and Torres Strait Islander suppliers to be achieved by the end of 2022, and we will provide ongoing training on our procurement policy to employees with buying responsibility. For more information about Supply Nation visit [supplynation.org.au](https://www.supplynation.org.au)

GOVERNANCE

The WPP RAP will be developed centrally, and we will work collaboratively with the broader network through business leaders, HR community, procurement, ESG and legal representatives.

RAP Senior Leader Sponsors:

- Rose Herceg, Country President, WPP Australia and New Zealand
- Michael Harris, Executive Director, WPP Government & Public Sector Practice, Australia and New Zealand

RAP Working Team:

- Genevieve Murphy, Inclusion & Engagement Lead, WPP APAC
- Louise Clarke, Associate Director Learning Experience, WPP Australia and New Zealand

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RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	February 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our people. (end May/early June 2022).	May 2022	Communications Manager
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June	Inclusion & Engagement Lead, Associate Director Learning Experience
	Encourage and support employees and senior leaders to participate in events to recognise and celebrate NRW.	27 May – 3 June	Country Leader + Sponsors
3. Promote reconciliation through our sphere of influence, and raise awareness of the WPP Reflect RAP	Communicate our commitment to reconciliation to all employees and develop a plan to raise awareness amongst WPP businesses about our Reflect RAP.	March 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	April 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	November 2022	Inclusion & Engagement Lead, Senior Legal Counsel
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2022	Senior HR Business Partner, Senior Legal Counsel
5. Investigate the unique contribution WPP can make to reconciliation	Conduct brainstorms with different areas across WPP and with Aboriginal and Torres Strait Islander community leaders to explore how WPP could make a contribution to reconciliation.	October 2022	Inclusion & Engagement Lead, Associate Director Learning Experience

RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
	Implement cultural awareness training sessions across all levels of the organisation.	April 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
	Provide the opportunity for nominated Senior Managers to attend an Aboriginal Site Tour with Metropolitan Local Aboriginal Land Council in each state.	September 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
7. Demonstrate respect to Aboriginal and Torres Strait Islander people by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	August 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2022	Communications Manager
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our employees about the meaning of NAIDOC Week.	June 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
	Ensure the attendance of RAP Working Group to an external NAIDOC Week event.	July 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
	Introduce our employees to NAIDOC Week by promoting external events in our local area.	July 2022	Communications Manager

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2022	HR Leader + Executive Director, Government & Public Sector Practice
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2022	HR Leader + Inclusion & Engagement Lead
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Raise awareness of supplier diversity, and educate the business on how to engage with Supply Nation suppliers: <ul style="list-style-type: none"> • Create a generic login to the platform for accessibility • Maintain awareness: webinars + include as part of procurement meeting with all WPP companies in Australia 	May 2022	Group Procurement Manager
	Modify the Group Purchasing and Procurement policy to include section on diversity.	February 2022	Group Procurement Manager
	Understand overall spend across the business and, explore and assess supply opportunities.	February 2022	Group Procurement Manager
	Establish process on tracking and measuring engagement with Supply Nation suppliers.	February 2022	Group Procurement Manager
11. Increase Aboriginal and Torres Strait Islander business owners' access to skilled professionals for advice and guidance.	Investigate participation in Supply Nation JumpStart program.	August 2022	Inclusion & Engagement Lead, Group Procurement Manager

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	April 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
	Draft a Terms of Reference for the RWG.	March 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	May 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2022	Associate Director Learning Experience, Finance Director
	Engage senior leaders in the delivery of RAP commitments.	March 2022	Country Leader + Communications Manager
	Define appropriate systems and capability to track, measure and report on RAP commitments.	April 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022	Inclusion & Engagement Lead, Associate Director Learning Experience
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2022	Inclusion & Engagement Lead, Associate Director Learning Experience



LEARN MORE

To learn more about these initiatives or
to get involved, speak to the RAP team
at genevieve.murphy@wppaunz.com

wpp.com/aunz



RECONCILIATION
ACTION PLAN

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