

PEOPLE PLANET CLIENTS COMMUNITIES



**SUSTAINABILITY
REPORT 2024**

WPP IS THE CREATIVE TRANSFORMATION COMPANY

OUR VISION

> To be the most creative company in the world

OUR PURPOSE

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

Our sustainability strategy

Our sustainability strategy helps us deliver our purpose to use the power of creativity to build better futures for our people, planet, clients and communities

➔ See page 4



PEOPLE

Become the employer of choice for all



PLANET

Maximise our positive impact on the planet



CLIENTS

Enable our clients on their sustainability journeys



COMMUNITIES

Use the power of our creativity and voice to support healthy, vibrant communities

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

EUROPEAN SUSTAINABILITY REPORTING STANDARDS (ESRS)

Under the EU's Corporate Sustainability Reporting Directive, we are evolving our reporting to reflect the ESRS

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

Our future reporting strategy will reflect the requirements of the IFRS Sustainability Disclosure Standards

GLOBAL REPORTING INITIATIVE (GRI)

Our Reporting Standards Index lists selected GRI Standards 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

This report forms part of our Communication on Progress against the UN Global Compact Principles, covering the year 2024. Our Reporting Standards Index shows where our disclosures for each principle can be found

UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)

Our Reporting Standards Index indicates where our work supports progress towards the UN SDGs

WORLD ECONOMIC FORUM AND INTERNATIONAL BUSINESS COUNCIL (WEF IBC)

Our disclosures against these metrics are listed in our Reporting Standards Index

CLIMATE-RELATED FINANCIAL DISCLOSURES

In line with the UK listing rules, we report in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) and Climate-related Financial Disclosures frameworks

➔ See pages 47-54 of our 2024 Annual Report

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ABOUT THIS REPORT

AI COVER ART

Our AI cover art was created on WPP Open by our in-house creative technologists. The imagery combines high-fidelity 3D models in NVIDIA Omniverse™ with WPP Open's generative AI capabilities

Download our 2024 Annual Report to find out more about:

- Our corporate strategy
- Business model
- Principal risks and how they are managed
- Task Force on Climate-related Financial Disclosures (TCFD) statement
- Carbon emissions statement







SUSTAINABILITY REPORT ONLINE

An online version of this report, along with supplementary information and disclosures, can be found in our Sustainability Reporting Centre. Visit wpp.com/sustainabilityreport2024 to read:

- **2024 ESG Data Book:** a summary of 2024 non-financial metrics, including environmental and social metrics, and non-material data disclosures
- **Reporting Standards Index:** a summary of the topics and disclosures covered and their location in our 2024 reporting
- **Independent Limited Assurance Statement:** PricewaterhouseCoopers LLP's (PwC) 2024 Limited Assurance Report
- **WPP Sustainability Reporting Criteria 2024:** methodology to calculate ESG performance measures subject to independent limited assurance



-  Signposts where to find related information within this report, in our 2024 Annual Report or online at wpp.com
-  Selected metrics marked with this symbol have been subject to independent limited assurance procedures by PwC for the year ended 31 December 2024. For PwC's 2024 Limited Assurance Report and the WPP Sustainability Reporting Criteria 2024, see wpp.com/sustainabilityreport2024
-  Indicates where a topic is material from a financial perspective
-  Indicates where a topic is material from an impact perspective

CHIEF EXECUTIVE'S STATEMENT



IT'S ESSENTIAL TO EQUIP OUR PEOPLE WITH THE SKILLS THEY NEED TO SUCCEED TODAY AND TOMORROW"

MARK READ
CHIEF EXECUTIVE OFFICER

At WPP, we see sustainability as an integral part of how we do business and an important part of delivering our overall corporate strategy. It supports our purpose by ensuring that we have the best people, use resources efficiently, do excellent work for clients and live and work in vibrant communities. This report sets out how we are working to meet our obligations and commitments.

A PEOPLE BUSINESS

WPP is, and always will be, a people business. We recognise that, in a fast-changing world, it's essential to equip our people with the skills they need to succeed today and tomorrow. Our Future Readiness Academies offer a bespoke, on-demand training platform for all our people worldwide, covering topics from the fundamentals of digital advertising to social media and influencer marketing.

More than 30,000 people have completed over 108,000 lessons, and in 2024 we added new modules including advanced AI training and a new Sustainability Academy focused on building knowledge on climate essentials, green claims and the circular economy.

Another priority is to nurture emerging talent through initiatives such as our Creative Tech Apprenticeships, a nine-month paid programme designed to furnish participants with the capabilities they need – from creative coding to virtual production – to shape the future of technology in the creative industry and beyond.

We know that when all our people feel supported within a welcoming and inclusive environment, it has a direct impact on creativity, collaboration and business success. We continue to foster a culture of respect for one another in which everyone feels they belong and has the same opportunities to progress in their careers. We also believe that a workforce that

reflects wider society, and the consumers our clients want to reach, helps us do our best work and is good for business.

REDUCING OUR EMISSIONS

In 2024, we made good progress towards our carbon reduction targets. Within our own operations, we've reduced Scope 1 and 2 emissions in absolute terms by 82% since our 2019 baseline and by 26% year-on-year. That puts us on track to meet our target of an 84% reduction by the end of this year. Renewable electricity use has helped to drive progress and in 2024 we sourced 93% of our electricity from renewable sources. Our aim is to reach 100% by the end of this year.

From the offices we work in to the technology we use, we're reducing emissions through our day-to-day activities. We've moved our people into fewer, more efficient campuses that bring together the best talent, teams and technology under one roof. And we've replaced older hardware with more efficient, agile, cloud-based technology, reducing energy consumption and ensuring we only use what we need, when we need it.

AI TRANSFORMATION

AI is transforming how we work at extraordinary speed and scale. Through WPP Open, our AI-powered marketing operating system, we are generating more work and better outcomes for clients, and doing so more efficiently.

Our teams can now generate insights, develop strategy and use 3D digital twins to create hyper-realistic and accurate content at scale. This helps us avoid repeated tasks, reduce waste and adapt assets to make content work harder.

At the same time, AI requires substantial computing power, which means more energy consumption. We are exploring

ways to improve energy efficiency as we design and develop AI-enabled technologies and products.

We have also been training our people on AI since 2019 to ensure we use it responsibly and effectively. AI is profoundly changing the world around us – creating opportunities, but also challenges. From IP issues to deep fakes, our AI Toolkit offers practical guidance to all WPP agencies.

NAVIGATING COMPLEXITY

The geopolitical landscape has also changed significantly over the last year. With continued scrutiny from consumers, regulators and other stakeholders, businesses are considering whether to engage on social issues in a more contested public arena, and how to navigate the expectations of different audiences with competing views on sensitive topics.

Clients increasingly look to us to help them navigate this complex landscape. We are proud to support them as they deliver on their sustainability commitments and commercial goals. Throughout this report, you can read about the impact – social, environmental and cultural – of the work we do, from changing consumer attitudes to food waste with Hellmann's at the 2024 Super Bowl to highlighting the lengthy wait for child organ donations for NHS Blood and Transplant.

We remain committed to using our creativity, technology skills and global scale to meet our sustainability obligations within our own business, our clients' businesses and across our industry.

Mark Read
Chief Executive Officer

AT A GLANCE

OUR COMPANY

We are a world leader in marketing services, with deep AI, data and technology capabilities, global presence and unrivalled creative talent

108,000 people

Delivering excellence and driving growth for our clients



100+ countries

Our global footprint is a key differentiator

2024 REVENUE BY REGION



Leading brands

Home to powerful agency brands



HOGARTH



Innovation

Deep AI expertise, world-class data capabilities and cutting-edge technology

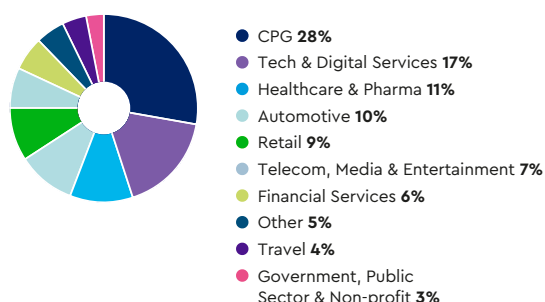


WPP Open, our AI-powered marketing operating system, enables the biggest global marketers to transform their processes, deliver efficiencies and accelerate business growth

Our clients

Our clients are some of the biggest companies and advertisers in the world, representing a variety of sectors

CLIENT SECTOR DISTRIBUTION OF REVENUE LESS PASS-THROUGH COSTS (2024)



SUSTAINABILITY AND OUR STRATEGY

















Our sustainability strategy helps us deliver our purpose to use the power of creativity to build better futures for our people, planet, clients and communities

It supports our corporate strategy and helps us navigate a dynamic social and economic landscape, responding to evolving stakeholder expectations and shaping our contribution to the world around us.

It also supports talent attraction and retention, and our work for clients, who look to us to help them find and scale solutions to achieve their goals.

WPP'S STRATEGIC GOALS:

-  Lead through AI, data and technology
-  Accelerate growth through the power of creative transformation
-  Build world-class, market-leading brands
-  Execute efficiently to drive strong financial returns

PILLARS	STRATEGIC PROGRESS	SUPPORTING OUR STRATEGIC GOALS
<p>PEOPLE</p> <p>Become the employer of choice for all</p>  <p>→ See page 7</p>	<ul style="list-style-type: none"> - Build a culture where everyone is treated with dignity and respect - Ensure an inclusive working environment for all - Grow future skills and knowledge across our industry <ul style="list-style-type: none"> - 108,000+ Future Readiness Academies lessons completed to date - Future Readiness Academies expanded to include new courses, including advanced AI training and a new Sustainability Academy - 42%¹ of executive leaders' across WPP are women (2023: 41%) and 54% of senior managers are women (2023: 53%) - 79,000 of our people took part in our annual All In survey 	   
<p>PLANET</p> <p>Maximise our positive impact on the planet</p>  <p>→ See page 13</p>	<ul style="list-style-type: none"> - Build energy-efficient campuses that make a positive contribution to local communities - Reduce Scope 1 and 2 emissions by 84% by 2025 and Scope 3 emissions by 50% by 2030² <ul style="list-style-type: none"> - 82% absolute reduction in tCO₂e emissions (Scope 1 and 2) since 2019 and 26% reduction year-on-year - 0.15 tCO₂e emissions per person from direct operations (Scope 1 and 2), an 82% reduction since our 2019 baseline and a 22% reduction year-on-year (2023: 0.19 tCO₂e) - 93%³ of electricity sourced from renewable sources (2023: 88%) - To support our Scope 3 targets assessed 138 suppliers, representing \$1.2 billion in spend, on their carbon reduction commitments 	  
<p>CLIENTS</p> <p>Enable our clients on their sustainability journeys</p>  <p>→ See page 22</p>	<ul style="list-style-type: none"> - Ensure fairness and high standards across our work, including AI, privacy and data ethics - Support our clients as they deliver their emissions reduction and wider sustainability goals <ul style="list-style-type: none"> - 8.0 out of 10 rating from our clients for our ability to support their sustainability goals (2023: 8.0) - 82% of top 50 clients have set or committed to set science-based carbon reduction targets (2023: 82%) - Green Claims training made accessible to all WPP people and bespoke training delivered to clients in potentially higher-risk sectors 	  
<p>COMMUNITIES</p> <p>Use the power of our creativity and voice to support healthy, vibrant communities</p>  <p>→ See page 27</p>	<ul style="list-style-type: none"> - Ensure our sustainability commitments and principles are upheld across our value chain - Drive positive impact through our work, external partnerships and initiatives <ul style="list-style-type: none"> - £26.9 million total social contribution, including cash donations, pro bono work, in-kind contributions and free media space (2023: £32.1 million) - Supported our people globally in the wake of ten critical-level emergencies in 2024 - The VML Foundation surpassed \$3.2 million in charitable donations 	 

¹ In line with the FTSE Women Leaders Review, the independent, business-led framework supported by the UK government. Executive leadership roles are defined as the board and executive leadership population (see WPP Sustainability Reporting Criteria 2024)

² 2019 baseline

³ Selected metrics marked with this symbol have been subject to independent limited assurance procedures by PricewaterhouseCoopers LLP (PwC) for the year ended 31 December 2024. For PwC's 2024 Limited Assurance Report and the WPP Sustainability Reporting Criteria 2024, see wpp.com/sustainabilityreport2024

SUSTAINABILITY COMMITTEE CHAIR STATEMENT



WE CONTINUED TO PAY CAREFUL ATTENTION TO DEVELOPING ESG REGULATION"

KEITH WEED CBE
CHAIR OF THE SUSTAINABILITY COMMITTEE

DEAR SHAREHOLDER

As the Chair of the Committee, I am pleased to present the Committee's 2024 report.

In 2024, we continued to place increased focus on sustainability for the Board and the Company to ensure we manage our sustainability-related risks and take advantage of opportunities. We monitored sustainability performance as the Company works to deliver on its commitments and meet our environmental, social and governance (ESG) obligations.

Our committee members bring with them a wide range of experience to help navigate this complex landscape, including sustainability expertise in marketing, technology, sustainable business and international development, from senior positions in business and non-governmental organisations.

The Committee received updates on a wide range of topics throughout the year, ranging from progress to simplify non-financial data collection (see 'evolving our reporting' on page 37), to initiatives to equip and inspire our people on sustainability, to work on refreshing the environmental and social KPIs linked to the Company's \$2.5 billion revolving credit facility (approved by the Board in February 2025). The Committee also reviewed, as we do each year, the Company's climate-related risks and opportunities, sustainability and environment policies, and Modern Slavery Statement.

We continued to pay careful attention to developing ESG regulation. Throughout the year, the Committee received regular updates on WPP's evolving approach to ESG reporting and the Company's roadmap for compliance with enhanced disclosure requirements.

To streamline review and assurance processes, certain meetings of the Committee continued to be partially combined with Audit Committee meetings, as referenced in the Audit Committee Report.

➔ [See page 110 of our 2024 Annual Report](#)

ASSESSING MATERIALITY

During the year the Committee, along with the Audit Committee, supported management in conducting WPP's first double materiality assessment, as the Company prepares for the EU's Corporate Sustainability Reporting Directive (CSRD). The outcomes are summarised on page 36 of this report.

As we evolve our disclosures to be consistent with the CSRD and other ESG reporting requirements, disclosures identified as non-material through the double materiality assessment are disclosed online in our 2024 ESG Data Book and no longer included in the 2024 Annual Report and Sustainability Report. Our online Reporting Standards Index provides a summary of the ESG topics and disclosures covered and their location in our 2024 reporting.

➔ [Find our 2024 ESG Data Book and Reporting Standards Index at \[wpp.com/sustainabilityreport2024\]\(https://wpp.com/sustainabilityreport2024\)](#)

WPP remains committed to ongoing responsible management practices across both material and non-material topics.

DECARBONISATION

The Committee monitored progress towards WPP's carbon reduction targets as we near the target date for WPP's commitment to reduce Scope 1 and 2 emissions in absolute terms by 84% by 2025. The Planet section on pages 13-21 of this report sets out the Company's commitments and performance.

Throughout the year, we supported management in the development of WPP's first formal Transition Plan, which will outline decarbonisation roadmaps across the Company's most material emissions hotspots, summarised in the Planet section of this report from page 13.

In 2025, the Company will recalculate baseline carbon emissions and revalidate its carbon reduction targets. This is in line with Science Based Targets initiative (SBTi) guidelines, which require companies to undertake this exercise every five years. The Company will publish its first formal Transition Plan, aligned to the recommendations of the Transition Plan Taskforce, once this review is complete, to ensure the Transition Plan remains relevant across its three-year lifespan.

Monitoring Transition Plan implementation remains a priority for the Committee, and we look forward to continued deep dive reports on progress across the Company.

SUSTAINABILITY COMMITTEE CHAIR STATEMENT CONTINUED

Committee members

- Keith Weed CBE (Chair)
- Angela Ahrendts DBE
- Jasmine Whitbread
- Dr. Ya-Qin Zhang

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

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

Key responsibilities:

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

➔ **Attendance at Committee meetings during the year can be found on page 103 of our 2024 Annual Report**

SUSTAINABILITY TRAINING

The Committee received regular updates on initiatives to build sustainability capability across WPP. In September, WPP launched a new Sustainability Academy – part of the Company's Future Readiness Academies – featuring interactive modules and live masterclasses to help our people tackle sustainability challenges and deliver solutions that help clients address their own sustainability priorities and impacts (see page 23).

HEALTH, SAFETY AND WELLBEING

We assist the Board in oversight of health and safety-related matters. In 2024, in response to employee feedback in our 2023 All In staff survey, the Company continued to prioritise the mental health and wellbeing of our people through targeted awareness campaigns, including Making Space, an initiative which aims to inspire wellbeing, inclusion and creativity. We also enhanced our Employee Assistance Programme, offering 24/7 free confidential counselling and support to every WPP employee (see page 12).

ENGAGEMENT

We continued to support management's engagement strategy on sustainability.


Employee engagement remains a high priority, and this report highlights a number of initiatives from building sustainability knowledge and skills through the Sustainability Academy, to encouraging volunteering (see page 28).

Supply chain engagement plays an important role in delivering meaningful emissions reductions. We continued to monitor WPP's targeted engagement with carbon strategic suppliers, who contribute 56% of the Company's indirect supply chain emissions (see page 19).

Through WPP's first double materiality assessment the Company captured stakeholder perspectives across a range of ESG topics. This will inform WPP's sustainability strategy, investments, engagement and reporting, to focus activity on the topics of greatest importance and relevance to the business and its stakeholders.

TRANSPARENCY

Measuring and monitoring sustainability KPIs is critical to delivering against our sustainability strategy and targets. The Committee continued to monitor sustainability KPIs to ensure that the Company is making progress against its external commitments and effectively managing material sustainability risks and opportunities.

Throughout this report, selected content highlighted with the symbol  was subject to independent limited assurance procedures by PriceWaterhouseCoopers LLP (PwC) for the year ended 31 December 2024. In May 2024 PwC presented its third management report to the Committee. In July, following a competitive process, the Committee endorsed PwC's reappointment as independent assurance provider to support WPP's assurance programme from 1 January 2025.

Management provides regular progress updates to the Committee throughout the year on work undertaken to strengthen data quality and the ESG control environment, which in 2024 included training and work to centralise data (see pages 10 and 16).

➔ **For details and results of the limited assurance, see wpp.com/sustainabilityreport2024**

TERMS OF REFERENCE

The Committee's terms of reference are reviewed annually by the Committee and adopted by the Board, most recently on 4 February 2025.

➔ **A copy of the Committee's terms of reference is available 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 2025.

Keith Weed
Chair of the
Sustainability Committee
28 March 2025

DIRECTORS' STATEMENT ON WPP PLC'S SELECTED ESG PERFORMANCE METRICS

As the directors of WPP plc we confirm that we are solely responsible for the preparation and presentation of this 2024 Sustainability Report, including this Directors' Statement. We confirm, to the best of our knowledge and belief, that we have responsibility for:

- Establishing and consistently applying fair, balanced and understandable reporting criteria for preparing and presenting the non-financial information, including clear definition of organisational boundaries

- Presenting information, including the reporting criteria, in a manner that provides relevant, complete, reliable, comparable and understandable information;
- Preparing and reporting the selected metrics marked with the symbol  have been prepared in accordance with the WPP Sustainability Reporting Criteria 2024, available at wpp.com/sustainabilityreport2024

28 March 2025



PEOPLE

In this section

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Culture of belonging Includes workforce representation disclosures	10
Reward and remuneration	12
Employee engagement	12

The following double materiality topics are included in this section

- Corporate culture and business ethics
- Equal treatment and opportunities for all employees
- Talent attraction, retention and development

WORKING AT WPP

Working at WPP means being part of a global network of world-class agencies, where our people can learn new skills, pursue fresh opportunities and build exciting careers



LEARNING

108,000+

Future Readiness Academies training sessions, including advanced AI modules

OUR VALUES

- > open
- > optimistic
- > extraordinary



RECOGNITION

WPP

a Financial Times Best Employer



WORKPLACES

47

modern, inspiring campuses across the globe



ENGAGEMENT

79,000

responses to our All In staff survey 2024



PEOPLE

Our people are our most valuable asset

We are a people business. Across everything we do, our success relies on the fundamentals of human connection, creativity and relationships. Teams of talented individuals, working towards common goals, are what drives growth for our clients and our agencies.

That's why we are committed to attracting, engaging and developing the best in the industry, leveraging our scale and global reach to provide exciting career opportunities that help our people grow and thrive across disciplines, agencies and geographical locations.

We do this by focusing on:

- The future of work and AI opportunities
- Streamlining ways of working
- Cultivating our leaders
- Ensuring a culture of belonging and expanding our talent pool

THE FUTURE OF WORK

In 2024 we developed new functionality and integrated new models into WPP Open, our AI-powered marketing operating system, to help employees in their day-to-day work. AI-powered applications including Creative Studio and Production Studio (see page 21) are helping augment our people's creativity, resulting in dynamic and innovative client work. A growing number of colleagues are discovering the benefits of WPP Open: at the end of 2024, monthly active users were up 74% to 33,000.

Our on-demand, online training platform Future Readiness Academies expanded in 2024 to include modules such as advanced AI training, focused on building essential skills in prompt engineering and practical AI applications. To date over 30,000 learners have completed more than 108,000 Future Readiness Academies lessons.

➔ [See page 11](#)

Throughout 2024, our people earned more than 21,000 accreditations and certifications (2023: 34,000+) from leading technology partners including Adobe, Google, Meta, Microsoft and TikTok, helping to equip them with future-ready skills. Accreditations and certifications were lower in 2024 as we

reviewed our partnership programme, expanding the scope of some existing partnerships, adding a number of new relationships, and exiting others.

STREAMLINING WAYS OF WORKING

In 2024 we rolled out a new employee performance and engagement tool across many of our agencies, creating greater consistency in performance management across the business.

Teams can now align on goals, track progress and engage in meaningful career discussions, enhancing both individual growth and organisational success. Additionally, we are streamlining global operations through tools including Workday and Maconomy.

CULTIVATING OUR LEADERS

WPP is committed to developing exceptional leaders through flagship programmes that empower and elevate talent globally. Maestro, which focuses on honing the skills of senior leaders, successfully delivered two cohorts in 2024, equipping participants with the tools and insights needed to navigate complex challenges and drive organisational success.

Walk the Talk, designed to support senior women leaders, delivered four impactful sessions, engaging over 180 participants. Walk the Talk continues to equip women leaders with confidence, skills and networks to excel in their roles and lead change within the organisation.

LEADERSHIP CHANGES

We are committed to attracting and retaining the brightest and best in our industry. In July we welcomed Brian Lesser as Global CEO of GroupM, bringing his extensive expertise in data- and technology-driven marketing to support the continued growth of GroupM. Brian was joined in February 2025 by Emily Del Greco, formerly a Partner at McKinsey & Company, as Global COO at GroupM.

In September 2024 Philip Jansen, formerly Chief Executive of BT Group, joined the WPP Board as a Non-Executive Director, succeeding Roberto Quarta as Chair on 1 January 2025.



CREATIVE TECH APPRENTICESHIPS

Launched in November 2022, our Creative Tech Apprenticeship is a nine-month paid programme designed to equip emerging talent with next-generation technological skills. Since its inception, two cohorts have completed the programme, with most apprentices securing roles at our global production arm, Hogarth. In October 2024, we welcomed our third cohort of 16 apprentices, who received hands-on experience with leading brands and training in AI, creative coding and virtual production. Ethics, accessibility, and inclusion remain central, ensuring participants are prepared to shape the future of technology in the creative industry and beyond.

From March 2025 Diane Holland, an experienced and highly respected financial leader within WPP, will be taking on the role of WPP's Deputy Chief Financial Officer. Most recently, Diane served as Chief Financial and Transformation Officer for WPP Open and as the Global COO of VML. And in February 2024 Neil Stewart, whose career spans over 20 years in technology leadership roles, was appointed CEO of WPP Open.

Across the WPP network, Francisco Teixeira became Country Manager of WPP Portugal, while Kevin Johnson expanded his role as CEO of GroupM Canada to become President of WPP in Canada. Fiona Gordon was promoted to Global CEO of Advertising at Ogilvy, and James Murphy returned to Ogilvy as CEO of Ogilvy Group UK. In Asia Pacific, Rupert McPetrie was appointed CEO of GroupM China, and Chris Reitermann added the role of President of WPP China to his leadership of Ogilvy in the region.

PEOPLE CONTINUED

CULTURE OF BELONGING

At WPP, a culture of belonging is a key enabler of creativity and therefore business success. By fostering inclusive workplaces, we encourage innovative ideas and solutions for both our people and our clients.

We have the ambition to be representative of the communities in which we operate and the consumers our clients wish to reach. Our Code of Business Conduct, which applies to everyone at WPP, sets out our commitment to select and promote people without discrimination.

In 2024 we partnered with The One Club for Creativity for the second time to launch One School UK, a free 16-week portfolio programme designed to open doors to a career in advertising and marketing for talented Black creatives.

→ See page 29

We also continued to invest in Summit, our sponsorship programme focused on professional development for people of colour. In November 2024 a new cohort based in South Africa completed the programme, and we also inducted a UK-based cohort in September 2024.

And we refreshed our Inclusion as a Skill training, making it more digestible and engaging. Developed in partnership with MindGym, Inclusion as a Skill is designed to help employees at all levels learn and practise the behaviours needed to develop as inclusive leaders. The virtual, 90-minute multilingual sessions have been attended by thousands of employees worldwide.

Our Making Space initiative brings people together from across WPP to mark cultural moments and celebrate different communities within the Company. In 2024 activations included events for parents and caregivers, a series of events during Pride month, training on accessibility and disability in the employee experience, and speed mentoring to mark International Women's Day.

DISABILITY

We recruit, select and promote on the basis of 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.

We are a member of The Valuable 500, a global business collective made up of 500 CEOs and their companies, innovating together for disability inclusion. As part of our commitment, we established a centre of excellence for inclusive design to help our clients make their customer experiences disability inclusive.

disclosures use centralised data extracts for agencies in the UK, US and Ireland that are operating on central systems for the first time. For other markets, a model-based solution was developed.

→ Read more in our WPP Sustainability Reporting Criteria 2024 at wpp.com/sustainabilityreport2024

As we evolve our disclosures to be consistent with the CSRD and other ESG reporting requirements, disclosures identified as out-of-scope through our double materiality assessment (page 36) are disclosed online in our 2024 ESG Data Book. This means some country-specific disclosures are no longer included in this global report.

→ See our 2024 ESG Data Book at wpp.com/sustainabilityreport2024

REPRESENTATION

In 2024, 54% of our senior managers were women. The proportion of executive leaders across the Company who are women was 42% (2023: 41%).¹

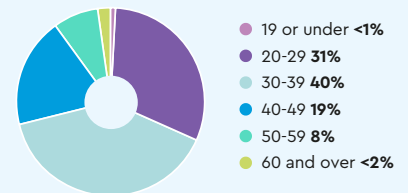
GENDER

Board and executive ¹		
42% (1,458)	58% (2,037)	2024
41% (1,471)	59% (2,082)	2023
Senior managers		
54% (10,657)	46% (9,189)	2024
53% (10,768)	47% (9,404)	2023
All other employees		
58% (48,244)	42% (35,476)	2024
58% (51,039)	42% (37,567)	2023
Total employees		
56% (60,359)	44% (46,702)	2024
56% (63,278)	44% (49,053)	2023

● Female ● Male

Gender diversity figures exclude a small proportion where gender is unknown or undisclosed. In 2024, this accounted for less than 1% of total headcount

AGE



Age diversity figures exclude a small proportion where age is unknown or undisclosed. In 2024, this accounted for less than 1% of headcount

EVOLVING OUR WORKFORCE DISCLOSURES

Collecting reliable people data can be a complex and challenging exercise. In the past, we have relied on manual processes that varied by agency, with no common system across WPP for recording and tracking data consistently.

To address this, we are streamlining our global people operations and systems, using tools including Workday and Maconomy. Roll-out is ongoing and, once complete, will enable us to collect, track and report our people data more effectively.

In 2024 the ongoing roll-out of our global job architecture classification resulted in some year-on-year inconsistencies in the methodology agencies use to classify role seniority. Therefore, our 2024 gender

¹ In line with the FTSE Women Leaders Review, the independent, business-led framework supported by the UK government. Executive leadership roles are defined as the board and executive leadership population (see WPP Sustainability Reporting Criteria 2024)

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

FUTURE READINESS ACADEMIES

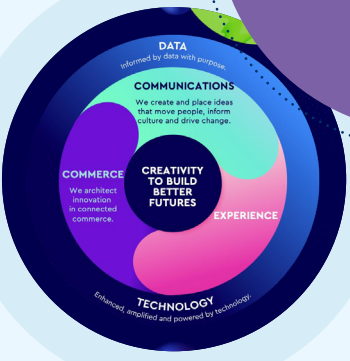
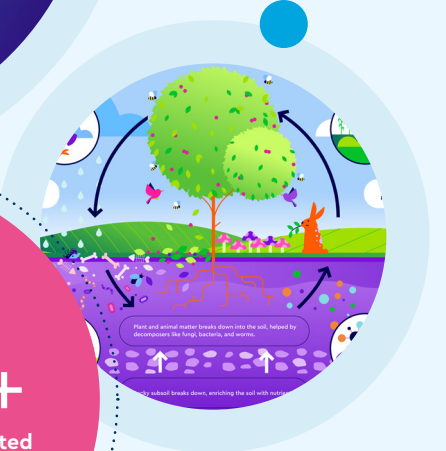
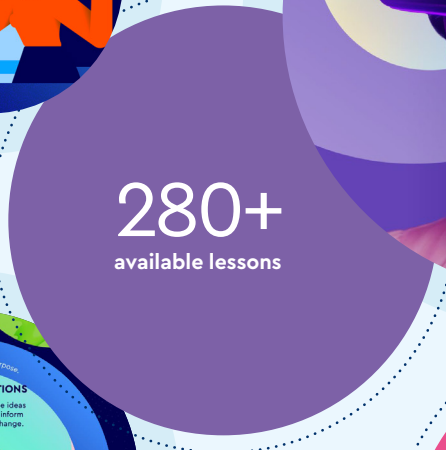
Future Readiness Academies equip our people with the knowledge and skills they need for success in a complex digital world. Over 280 online, on-demand bite-size lessons cover a broad range of skills, from Web3 to influencer marketing. Created in collaboration with the Open Data Institute and QA, the largest tech training company in the UK, our people can also access the full suite of QA lessons through the Academies.

Training is structured around:

- Core academies: covering pivotal topics in our industry such as marketing technology, commerce, data and AI, and the metaverse
- Skills essentials: covering a broad range of skills including leadership development, channel optimisation, healthcare content and other specialist courses
- Fundamentals: designed to cement core concepts such data and insights, agile transformation, intelligent technology and commercial mindset

In 2024 our Academies expanded to include new courses including advanced AI training, focused on building essential skills in prompt engineering and practical AI application, and a new Sustainability Academy, delivering foundational knowledge in sustainability through core modules on climate essentials, green claims and the circular economy.

→ See page 23



PEOPLE CONTINUED

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 our remuneration policies.

BENEFITS

Benefits vary by market, and typically include retirement savings plans, employee assistance schemes, life assurance and health and wellbeing programmes. We continue to harmonise our benefits across WPP.

For example, our health and wellbeing programme focuses on physical, mental and emotional health to address challenges before they arise, along with quality healthcare for when issues emerge. Many of these benefits are also available to eligible family members. In certain jurisdictions we may also include the provision of family planning benefits.

This works in partnership with our Employee Assistance Programme, which promotes mental health support globally as part of its suite of resources.

EXECUTIVE PAY

Executive pay is set in accordance with our Directors' Compensation Policy and the UK Corporate Governance Code. The Policy, which was approved by shareholders at the 2023 AGM, remains in place and is designed to attract and retain the best available talent and incentivise Directors to deliver growth, creativity and outstanding performance, thereby producing long-term value for shareholders.

The Policy is underpinned by a pay-for-performance philosophy, where performance is determined based on a mix of financial and non-financial metrics. Non-financial metrics for the Executive Directors Short Term Incentive Plan typically include goals which support delivery of our People and Sustainability strategies. For example, in 2024 the CEO and COO were both assessed against their progress on carbon-reduction targets.

➔ **For information on compensation, including the CEO pay ratio, see the Compensation Committee Report from page 119 of our 2024 Annual Report**

GREAT WORKPLACES

WPP campuses offer our people inspiring, collaborative places to work, bringing together the best talent, teams and technology under one roof.

In 2024 we launched seven new campuses, bringing the global total to 47. In September we opened our third London campus at One Southwark Bridge, now home to employees from London-based GroupM agencies. We also opened a campus in Chennai, India, reinforcing the country's strategic importance as a hub for talent and innovation.

In 2025 five GroupM offices – Germany, Italy, Poland, Spain and UK – were recognised by the Top Employers Institute as a 2025 Top Employer. The Institute also awarded GroupM a 2025 Top Employer Europe accreditation.

OFFICE ATTENDANCE

We believe that spending time together in person strengthens our collaboration, culture and creativity. That's why, from April 2025 we are asking our people to spend an average of four days a week in the office. Our clients are also moving in this direction, and increasingly expect it of teams who work with them.

We understand the value of balancing work and personal commitments, and aim to approach this transition with openness and an understanding of people's different circumstances. We are putting in place clear processes to request additional flexibility, including for those with caring responsibilities, health issues and other considerations. Some roles that have always been fully or largely remote will continue as they are going forward.

EMPLOYEE ENGAGEMENT

Our All In staff survey for 2024 received 79,000 responses, reflecting continued engagement from our employees as we gather insights to shape our people strategy. Our employee net promoter score – how likely people are to recommend working here – remained neutral, while overall engagement was down slightly at 69%.

The survey identified a number of areas for improvement. At the same time, we were pleased to see that individual managers across the Company received strong feedback, with 85% of people agreeing that their manager creates an environment of belonging, and 78% agreeing that their manager encourages their career growth.

In response to feedback from 2023's survey, we made progress in key areas:

- **Career development:** expanded our WPP Future Readiness Academies and enhanced Career Explorer, simplifying internal mobility to help employees build their careers within WPP
- **Mental health support:** enhanced our Employee Assistance Programme, including 24/7 counselling and support, alongside targeted awareness campaigns to promote these resources

Nearly 30,000 employees attended global CEO townhalls in 2024 – a chance for all employees to hear directly from Mark Read and other senior leaders – and we also launched the Count Me In survey, which captured responses from over 45,000 colleagues across 71 markets. The resulting insights will inform the development of our workplaces, policies and programmes, and enable access to opportunities for all.

WORKFORCE ADVISORY BOARDS

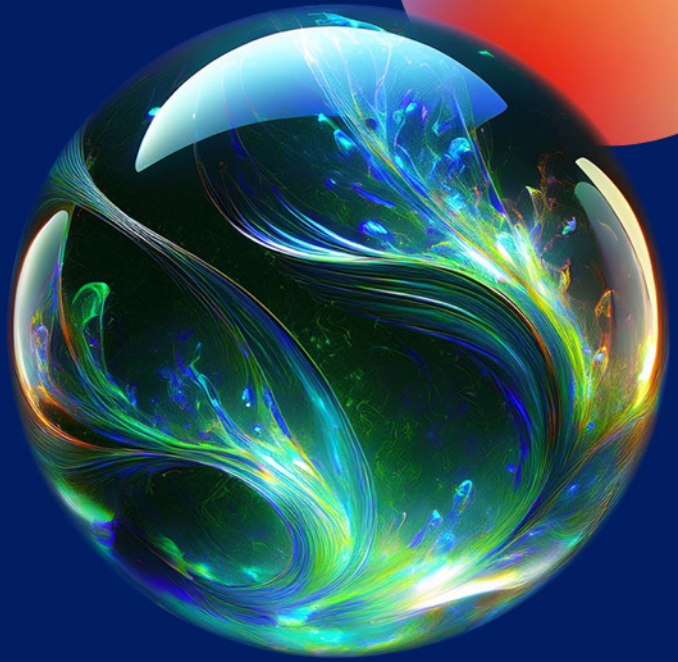
Our Workforce Advisory Boards play a key role in ensuring our people have a voice in shaping WPP policies and strategic priorities. They provide dialogue between employees and leadership, fostering transparency and reinforcing our commitment to an engaged workforce. Agendas are set by panel members. Views and insights are shared directly with the Board, and the Board's feedback on how the insights have informed decision-making is presented back. As Non-Executive Director, Cindy Rose regularly attends meetings.

In the US, discussions have centred on workplace infrastructure, including return-to-office policies, employee recognition programmes and career development, particularly in AI and emerging technologies.

In the UK, the focus has been on campus work environments. A key discussion has been how WPP can better create shared benefits for employees across different agencies and markets. Senior leaders including our Chief Sustainability Officer, Director of Communications and Corporate Affairs and Global Head of Facilities have joined discussions to engage directly with our people.





PLANET



In this section

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

The following double materiality topics are included within this section

-  Operational greenhouse gas emissions
-  Supply chain greenhouse gas emissions



PLANET

A targeted approach to emissions reduction

We are committed to decarbonising our business and supporting our clients' carbon reduction efforts.

In 2021 we set near-term science-based targets to reduce our greenhouse gas emissions in line with limiting global warming to 1.5°C above pre-industrial levels, and the aims of the Paris Climate Agreement.

OUR EMISSIONS TARGETS

84%

absolute Scope 1 and 2 emissions reduction by 2025¹

50%

absolute Scope 3 emissions reduction by 2030¹

These targets, which are verified by the Science Based Targets initiative (SBTi), were the first among our peers to include emissions from media buying and production (two-thirds of our total carbon footprint). We are also committed to offsetting residual emissions across our own operations (Scope 1 and 2) by 2025, and our supply chain (Scope 3) by 2030.

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

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

We continue to focus on reducing emissions across the five hotspots generating the largest proportion of emissions within our total footprint: real estate, enterprise technology and procurement (driving decarbonisation across our own business operations) and media and production (transitioning our products and services).

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

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

LINKING EMISSIONS TO FINANCING

In 2021, we linked the margin of our \$2.5 billion revolving credit facility to specific sustainability measures. We refinanced the facility in February 2024 and included updated environmental and social metrics, approved in February 2025, as we continue to embed carbon reduction targets and broader sustainability commitments into our financing arrangements.

SUPPORTING CLIENTS' EMISSIONS REDUCTION

Four in five of our 50 largest clients have set, or are committed to setting, science-based targets through the SBTi. Clients look to us to help them find and scale solutions as they implement their own transition plans. We continue to create innovative campaigns that help clients deliver on their own commitments, access new consumer markets and respond to evolving consumer and stakeholder expectations.

→ See page 23

EFFECTIVE GREEN CLAIMS

Scrutiny over brands' environmental claims continues, making it more important than ever that any claims we make on behalf of clients are authentic, material and matched by real action.

WPP's Green Claims Guide and training provides principles and practical tips for making effective green claims that are not misleading in any way. In 2024, we made training accessible to all WPP employees through our new Sustainability Academy and delivered bespoke training to clients in potentially higher-risk sectors.

→ See page 25

OFFSETTING

The first step to limiting emissions must always be to reduce the total footprint of any of our products or services as far as possible. Our Environment Policy, sets out how we manage the cost and quality of the carbon credits we buy to offset emissions we cannot avoid.

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

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

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

→ See our Environment Policy at wpp.com/sustainability

¹ Data from 2019 baseline

² Oxford University, 2020. Principles for Credible Carbon Offsetting

OUR TRANSITION TO A LOWER-CARBON BUSINESS

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

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

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

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

ACCELERATED BY

BETTER DATA

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

SKILLS

Equip our people and suppliers with the required knowledge and skills

ENGAGEMENT

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

FINANCING

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

GOVERNANCE

Embed mechanisms to support and monitor delivery, including clear accountability

EXTERNAL FACTORS

REGULATION

Government incentives, eg for decarbonisation of infrastructure

INFRASTRUCTURE

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

IMPROVED DATA

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

CARBON ACCOUNTING STANDARDS

Cross-industry standardisation of emissions measurement for media and production

TECHNOLOGY AND INNOVATION

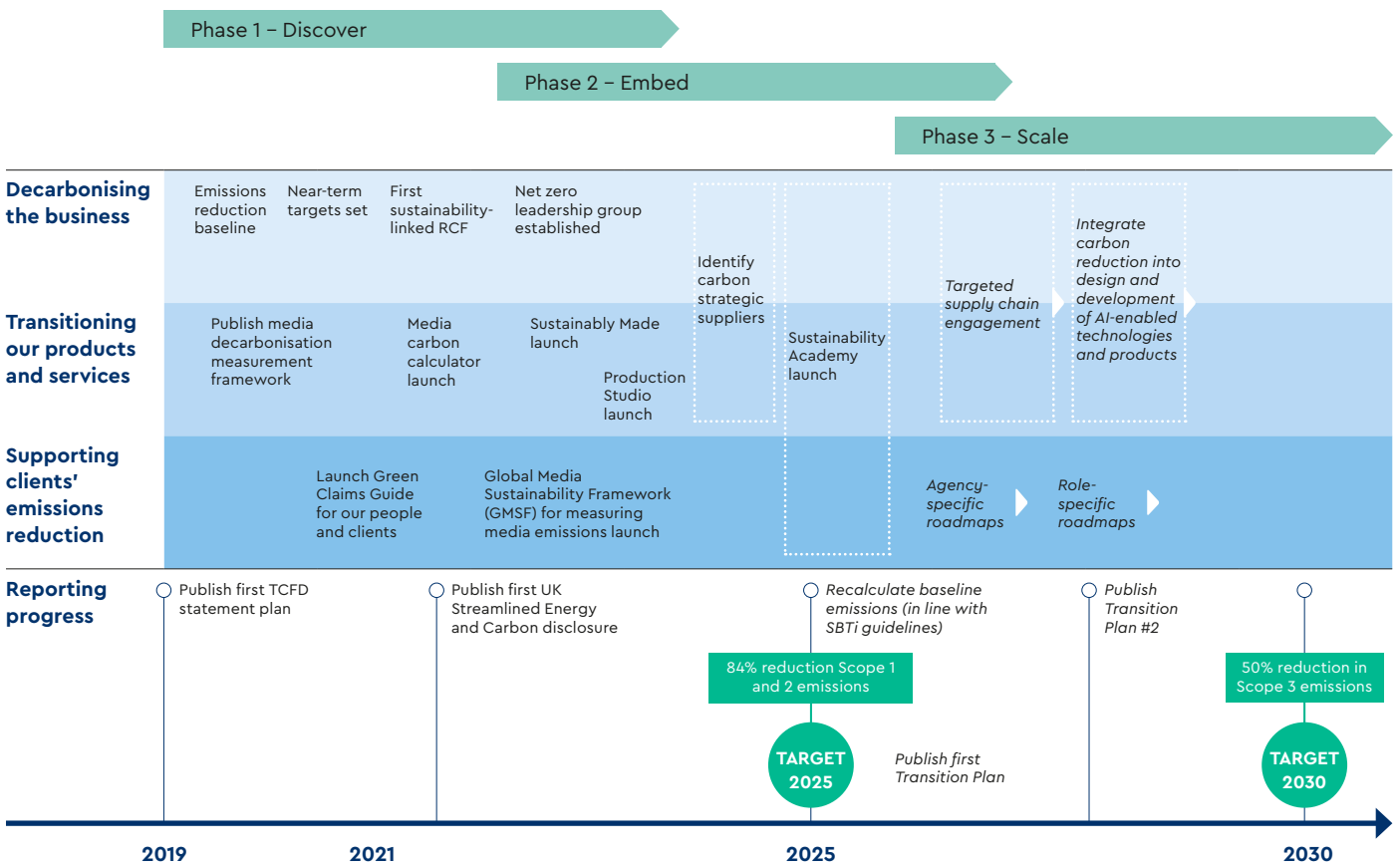
Harness new technologies to identify and deliver novel emissions reduction opportunities

SUPPLIER DECARBONISATION

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

OUR TRANSITION TO A LOWER-CARBON BUSINESS CONTINUED

TIMELINE FOR TRANSITION PLAN DELIVERY



EVOLVING OUR ENVIRONMENTAL DISCLOSURES

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

Calculating Scope 3 emissions is complex. To improve the speed of data delivery and the accuracy of data processing, we are centralising data sources, applying modelling techniques and automating data feeds.

We include Scope 3 emissions data in our CDP Climate Change submission (see [cdp.net](https://www.cdp.net))

As we evolve our disclosures to be consistent with the CSRD and other ESG reporting requirements, we will continue to disclose information on topics that fall outside the scope of CSRD reporting (including waste, circular economy and water management practices) through our annual ESG Data Book, CDP response and our EcoVadis submission.

We remain committed to ongoing responsible management practices across both material and non-material environmental topics.

➔ See our 2024 ESG Data Book at www.pw.com/sustainabilityreport2024

In 2025, we will recalculate our baseline carbon emissions in line with SBTi guidelines, as required every five years. We will publish our first formal Transition Plan once this exercise is complete, aligned to regulatory guidance including the recommendations of the Transition Plan Taskforce and the IFRS Sustainability Standards.

UNDERSTANDING OUR EMISSIONS

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

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

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

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

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

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

EMISSION SOURCES IN WPP'S VALUE CHAIN

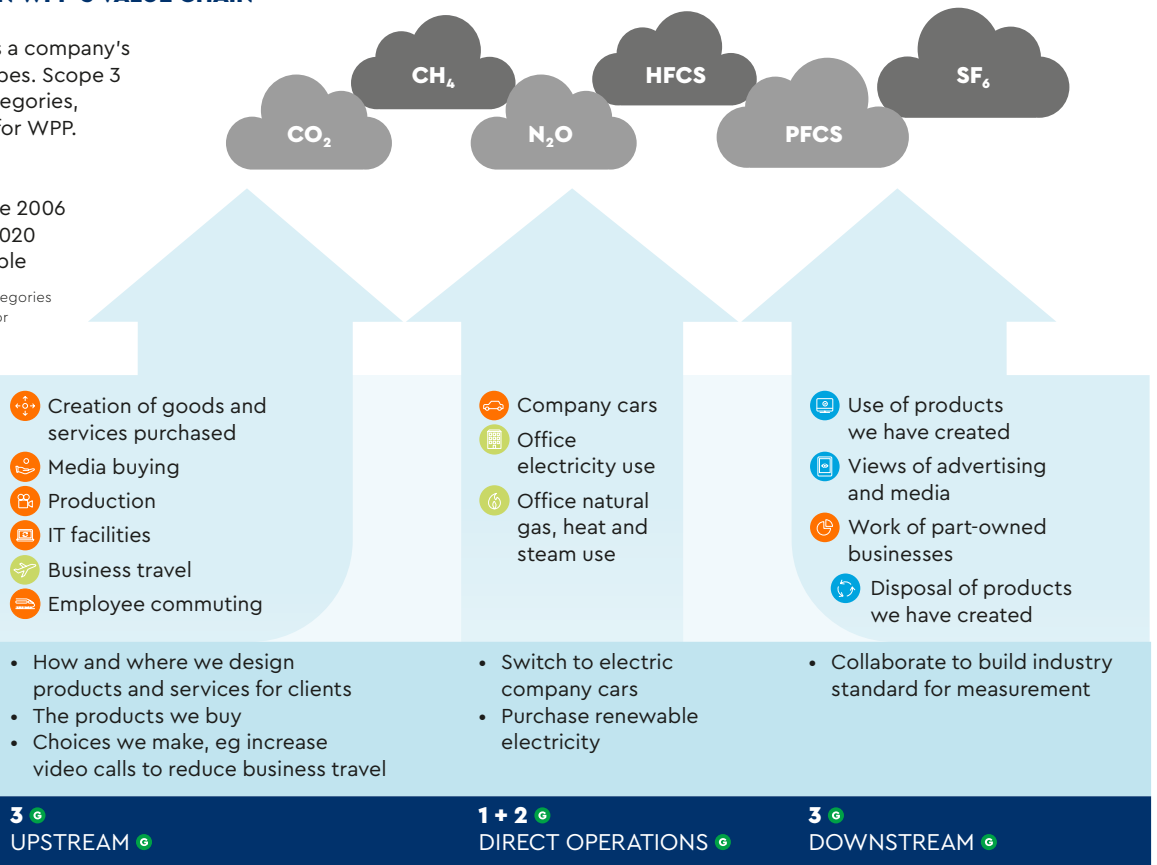
The Protocol categorises a company's emissions into three Scopes. Scope 3 is divided into 15 sub-categories, 10 of which are relevant for WPP.

Measurement:

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

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

Emissions produced as a result of our activities



Our influence

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

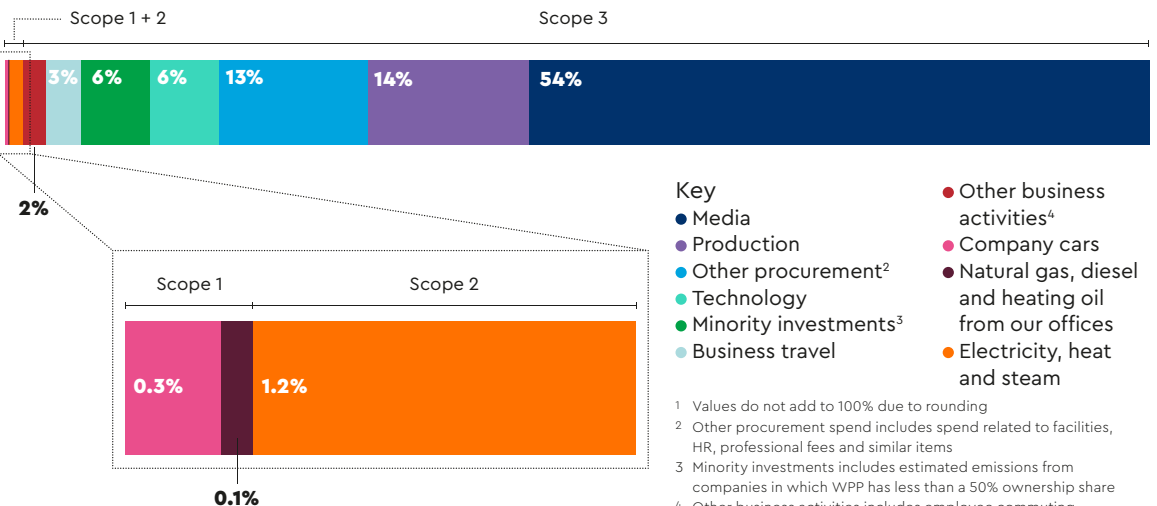
Greenhouse Gas Protocol Scope

3 UPSTREAM, 1 + 2 DIRECT OPERATIONS, 3 DOWNSTREAM

Terminology set by Greenhouse Gas Protocol

OUR BASELINE VALUE CHAIN EMISSIONS (2019)

This chart shows the breakdown of WPP's Scope 1, 2 and 3 emissions baseline¹ (2019), and pages 18-20 outline our approach to reducing emissions in each of these areas. Our total carbon emissions in 2019 were 5.4 million tCO₂e⁵



Key

- Media
- Production
- Other procurement²
- Technology
- Minority investments³
- Business travel
- Other business activities⁴
- Company cars
- Natural gas, diesel and heating oil from our offices
- Electricity, heat and steam

1 Values do not add to 100% due to rounding
 2 Other procurement spend includes spend related to facilities, HR, professional fees and similar items
 3 Minority investments includes estimated emissions from companies in which WPP has less than a 50% ownership share
 4 Other business activities includes employee commuting, downstream leased assets (buildings) and other fuel use
 5 In 2019, our Scope 1, Scope 2 and Scope 3 emissions totalled 5.4 million tCO₂e

REDUCING OUR EMISSIONS

EMISSIONS IN OUR OWN OPERATIONS

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

MARKET-BASED EMISSIONS

82%

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

Progress has largely been driven by an increase in electricity from renewable sources, improved energy efficiency in our buildings, reduction in our real estate portfolio by moving our people into fewer, more efficient buildings, and the shift towards electric and hybrid models for company cars.

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

ONE SOUTHWARK BRIDGE, LONDON

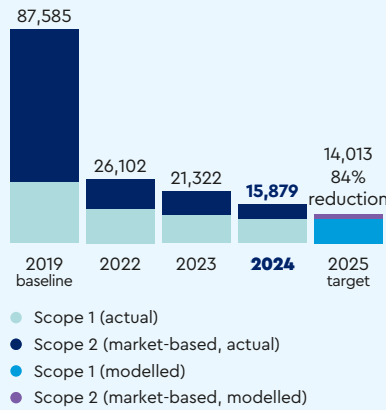
A typical office rebuild means demolishing the old building, including its embodied carbon. At One Southwark Bridge, we retained 60% of the embodied carbon by preserving 75% of the original structure.

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

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

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

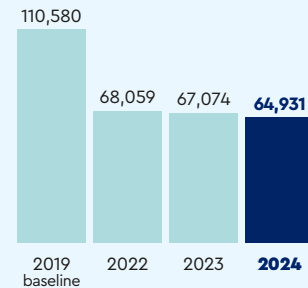
MARKET-BASED SCOPE 1 AND 2 EMISSIONS (tCO₂e)



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

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

LOCATION-BASED SCOPE 1 AND 2 CARBON EMISSIONS PROGRESS (tCO₂e)



over time. In 2024, our headcount intensity was 0.15 tCO₂e/person (2023: 0.19), a 22% reduction compared to 2023 and a 82% reduction since our 2019 baseline. Our revenue intensity was 1.08 tCO₂e per £1 million revenue (2023: 1.44 tCO₂e), a 25% reduction year-on-year and a 84% reduction since our 2019 baseline.

SCOPE 1 EMISSIONS

Our Scope 1 emissions for 2024 were 9,629 tCO₂e (2023: 11,354 tCO₂e), of which a subtotal of 7,191 tCO₂e (75% of our total Scope 1 emissions footprint) has been subject to independent limited assurance procedures by PwC. Scope 1 emissions not subject to assurance procedures relate to locally contracted company cars, for which emissions have been estimated.

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

63%

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

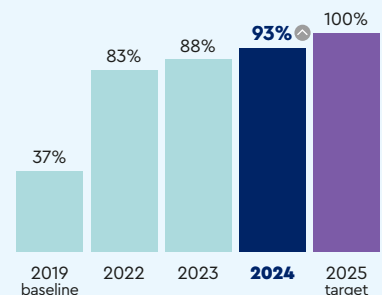
SCOPE 2 EMISSIONS

Scope 2 market-based emissions were 6,250 tCO₂e (2023: 9,968 tCO₂e), a 37% reduction from 2023. Scope 2 location-based emissions were 55,302 tCO₂e (2023: 55,720 tCO₂e), a 1% reduction from 2023.

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

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

ELECTRICITY FROM RENEWABLE SOURCES



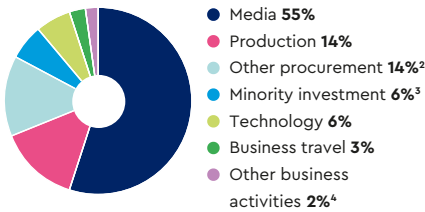
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REDUCING OUR EMISSIONS CONTINUED

EMISSIONS IN OUR SUPPLY CHAIN

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

SUPPLY CHAIN EMISSIONS (2019 BASELINE)¹



¹ In 2019, our Scope 1, Scope 2 and Scope 3 emissions totalled 5.4 million tCO₂e
² Other procurement spend includes spend related to facilities, HR, professional fees and similar items
³ Minority investments includes estimated emissions from companies in which WPP has less than a 50% ownership share
⁴ Other business activities includes employee commuting, downstream leased assets (buildings) and other fuel use

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

PROCUREMENT

A common challenge in addressing supply chain emissions is the availability and quality of emissions data. In 2023, we analysed our indirect suppliers' carbon footprint in detail. In 2024, we continued to strengthen our understanding of supply chain emissions and established a repeatable process for mapping our suppliers' carbon footprint. We now know that just 138 carbon strategic suppliers contribute 56% of our total indirect purchased goods and services emissions (see diagram, below).

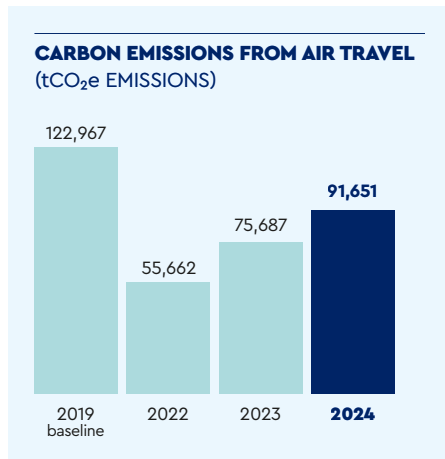
We have assessed the maturity of these suppliers' emissions reduction plans and embarked on an outreach and engagement plan to collectively work towards decarbonisation of our supply chain.

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

Air travel

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

In 2024, air travel emissions increased by 21% compared to 2023, though remain 25% lower than the pre-pandemic levels of 2019.



In 2024, Scope 3 business air travel emissions were 91,651 tCO₂e (2023: 75,687 tCO₂e), including a total of 61,894 tCO₂e from centrally contracted flights (68% of the total). This consisted of 219 million air miles travelled, including a sub-total of 141 million air miles travelled via centrally contracted flights.

To offset emissions from air travel, we have been purchasing high-quality carbon credits since 2007 and have permanently retired 1.8 million carbon credits, which are charged to each of our agencies.

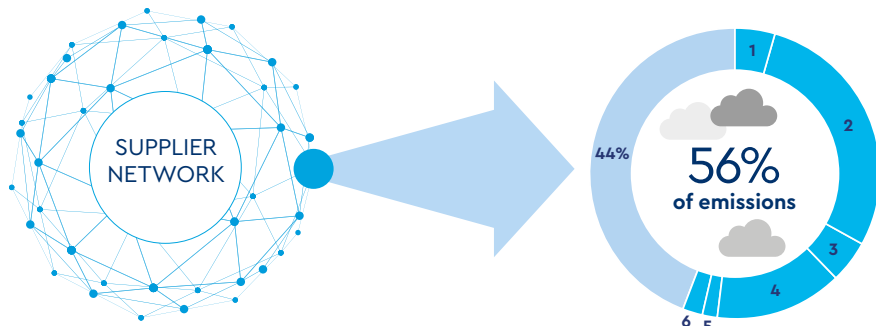
We collect air travel emissions data from two centrally-contracted third-party travel management companies. This covers 68% of Group air travel and we extrapolate for the remaining 32% (2023: 21%). The centrally contracted data is subject to independent limited assurance procedures by PwC.

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

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

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

WORKING WITH OUR CARBON STRATEGIC SUPPLIERS



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

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

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

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

REDUCING OUR EMISSIONS CONTINUED

ENTERPRISE TECHNOLOGY

The technology we use – from data centres to laptops – generates 6% of our baseline carbon footprint.¹

Through our Cloud Acceleration Programme, we are replacing older, less efficient hardware with more modern, agile, demand-led cloud-based solutions, reducing the carbon intensity of day-to-day processes. To date, we have decommissioned more than 1,000 servers and moved a further 800 to the cloud. As we continue with our cloud-first strategy, powered by renewable electricity, we are reducing our energy consumption, with the added flexibility of only using what we need, when we need it.

Introducing new campus technology standards has reduced the size of IT equipment rooms by 75%, lowering construction costs, power consumption, and cooling needs. Our Next Generation Devices programme is embedding circular economy principles to drive down digital waste and extending the lifespan of devices to reduce hardware waste.

MEDIA

We were the first among our peers to include emissions associated with media placement (more than half our supply chain emissions)¹ in our carbon reduction targets.

The first step in our media decarbonisation programme was to develop (and then open source) the first framework for measuring carbon emissions across the advertising lifecycle. In 2024, we welcomed the launch of the Global Media Sustainability Framework: the first industry-wide framework to measure carbon consistently across different media channels and markets in accordance with the Greenhouse Gas Protocol's standards.

Measuring emissions from media placement opens up new conversations with clients and vendors. GroupM launched an omnichannel carbon calculator, enabling clients to factor channel-level carbon emissions data into their media planning for the first time. To explore the link between media performance and emissions, in 2024 we piloted (in partnership with third-party AdTech vendors) new ways to estimate, optimise and reduce emissions.

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

PRODUCTION

The emissions generated by filming ads and the production of other content on behalf of clients are responsible for 14% of our supply chain carbon footprint.¹ Hogarth, our production agency, continues to innovate and invest in generative AI and virtual production technologies that allow for more efficient ways of generating content.

By consolidating WPP's production capabilities under Hogarth, we can enhance overall production capabilities and boost skills development for our people. This will help accelerate our ability to drive emissions reduction through more universal adoption of process, technology and partners.

Our production playbook helps guide decision-making before, during and after shoots. It supports teams in finding the right technology and approach to create the desired client requirements with the lowest carbon footprint.

Through our Production Studio, housed on WPP Open (our AI-powered marketing operating system), our creative teams can streamline and automate the creation of text, images and video. This unlocks efficiencies for clients and, in turn, emissions reductions, for example by reducing the need to travel.

➔ See page 21

ADGREEN

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



AI AND SUSTAINABILITY

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

➔ See page 21

At the same time, AI's reliance on substantial computing power translates to increased energy and water consumption. We are committed to better understanding and managing the environmental impacts of AI, exploring ways to improve energy efficiency

in the design and development of our new AI-enabled technologies and products. We partner with some of the most advanced technology providers in the world, who are prioritising their own emissions reduction and sustainability strategies.

Efficiencies unlocked by AI are amplified through scale. We encourage the adoption of AI across our workforce. For example, our Future Readiness Academies equip our people with the knowledge and skills to navigate the complexities of AI and use it responsibly, ethically and efficiently.

➔ See page 11

¹ Data from 2019 baseline

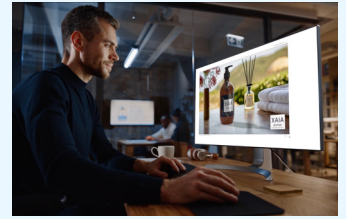
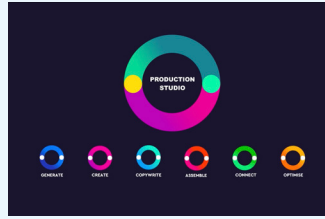
PRODUCTION STUDIO

In 2024 we launched Production Studio, co-developed with Hogarth, NVIDIA Omniverse™ and OpenUSD, within WPP Open. This dynamic new system offers AI-enabled 3D workflows, helping brands unlock exponentially more marketing content at a much lower carbon cost than a traditional film shoot, where a single day of filming typically generates over 2 tCO₂e.

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

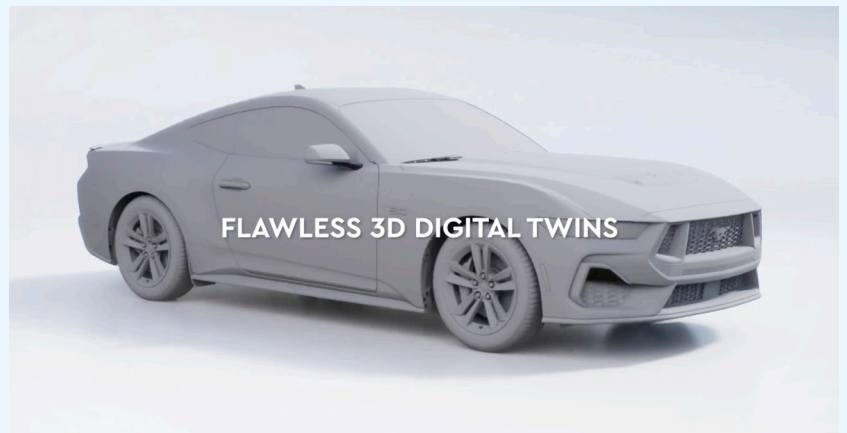
Production Studio goes beyond just image creation content, allowing assets to be translated into any language, tailored to every audience and platform, and adapted in real time with intelligent, data-driven insights.

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



AI image generated by Production Studio

AI image generated by Production Studio



AI image generated by Production Studio



CLIENTS



In this section

Sustainable innovation Includes sustainability and our clients	23
Work with integrity Includes accepting new assignments and green claims	25
AI and data ethics, privacy and security	26

The following double materiality topics are included within this section

-  Responsible marketing and communications
-  Social and environmental impact of our client work
-  Responsible AI and technology use
-   Data privacy and security



CLIENTS

We work for and with clients to bring about change

A significant amount of our work supports client efforts to achieve societal outcomes that respond to changing consumer expectations and drive growth in an economy in transition.

We help clients deliver work that is creative, credible and actionable, whether through strategic expertise in sustainability, low-carbon production and media distribution, products and services that are sustainable by design, or work that drives consumer behaviour towards a more sustainable future.

For example, at the 2024 Super Bowl, VML and Mindshare introduced Mayo Cat, inspiring people to use Hellmann's mayonnaise to revitalise leftover food. Hellmann's Big Game campaigns are helping change consumer attitudes to food waste, resulting in a 24.4% increase in #MakeTasteNotWaste conversations on social media over the last four years.

Meanwhile, our work with The Coca-Cola Company in support of the company's target of 100% recyclable packaging by 2025 resulted in the award-winning campaign Recycle Me, designed to put recycling front of mind and encourage the consumer to take positive action after consuming a can of Coke.

SUSTAINABLE INNOVATION

We continue to create innovative, impactful campaigns that are sustainable by design, and that help clients deliver on their own commitments, access new consumer markets and respond to evolving consumer and stakeholder expectations.

For example, VML worked with Ford to design the world's first seat belt accessory to keep breast cancer patients safe after a mastectomy. Ford, a global leader in automotive safety and sustainability, recognised an opportunity to make a meaningful impact with SupportBelt, developed with the input of patients, doctors, engineers and designers to ensure comfort and safety for post-operative women. In doing so, they honoured their long-standing history of supporting breast cancer research, while reaching out to a new audience.

SUSTAINABILITY ACADEMY

In September we launched WPP's Sustainability Academy, part of our Future Readiness Academies, to equip our people with the skills and confidence they need to tackle sustainability challenges and deliver smart, sustainable solutions that help clients address their own sustainability priorities and impacts.

Featuring three interactive core learning modules – climate essentials, green claims and circular economy – the Academy helps foster bold, creative thinking to support clients as they navigate sustainability issues.

Live masterclasses offer best practice, insights and practical tips on topics ranging from sustainable production to navigating sustainability trends in client briefs.

➔ [See more on Future Readiness Academies on page 11](#)

CAMPAIGN AD NET ZERO AWARDS

We were proud to win four awards at the 2024 Campaign Ad Net Zero Awards, which recognise organisations driving behaviour change for a more sustainable future.

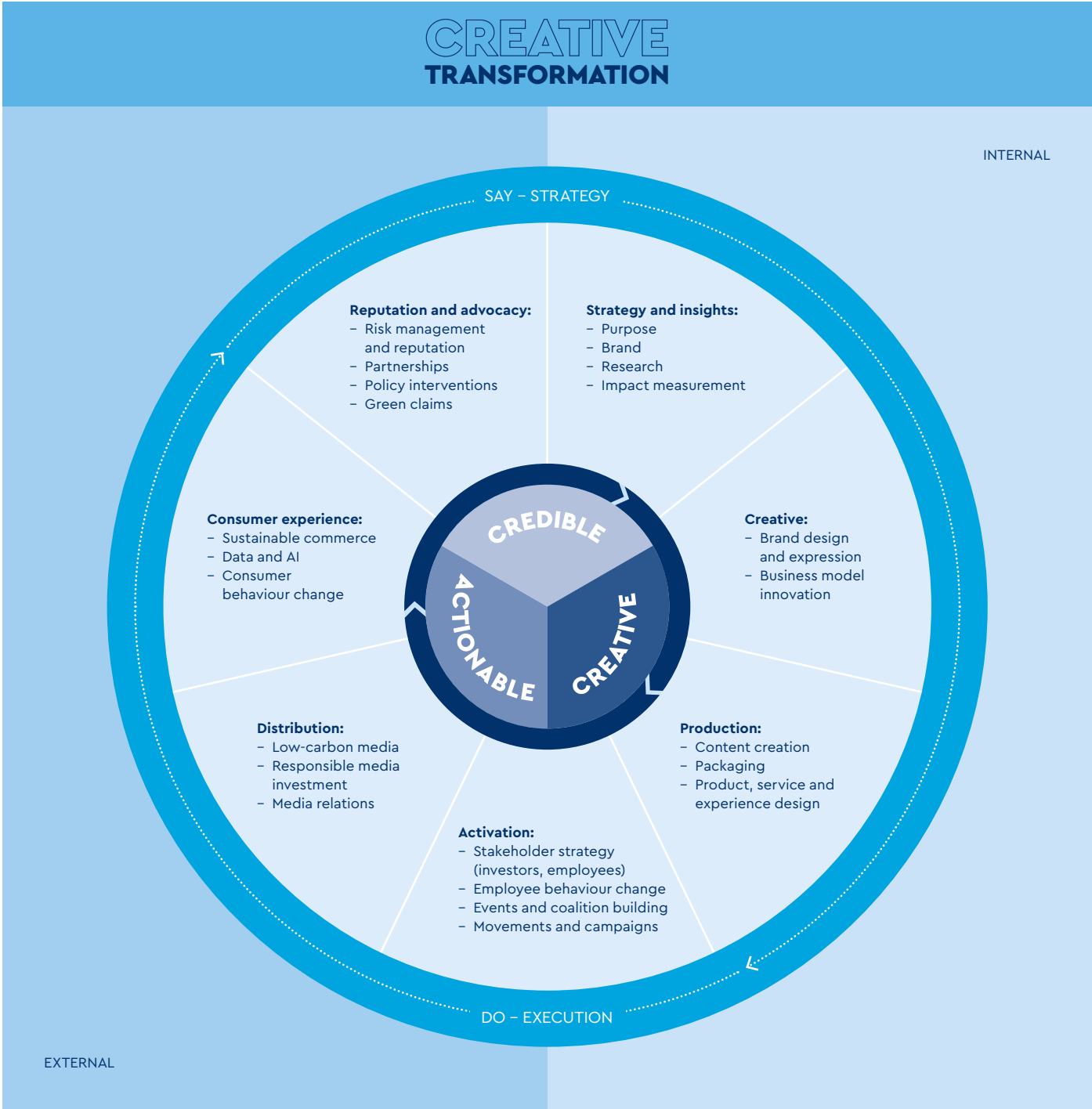
EssenceMediacom's Twiggy Full Circle for eBay, which recreated an iconic 1960s Vogue shoot with items sourced on eBay to encourage people to buy preloved clothes, won two awards.



SUSTAINABILITY AND OUR CLIENTS

From strategy and consulting to delivery and execution, we continue to provide clients with the support and expertise they need to deliver against their sustainability goals.

Throughout this report are examples of how we deploy these skills to help clients find solutions not only to commercial problems, but also to some of society's biggest and most complex challenges.



WORK WITH INTEGRITY

We are committed to honesty and integrity in our work.

We adhere to the highest regulatory standards and we will not undertake assignments that are intended or designed to mislead or deceive. We work hard to maintain strong compliance in areas including ethics, human rights, privacy and data security. These are covered in our Code of Business Conduct and mandatory online ethics training.

We require that all client work complies with all relevant legal requirements, codes of practice and marketing standards. Our agencies have policies and processes in place to mitigate against online advertising appearing on sites with illegal, illicit or unsuitable content.

Our agencies are required to comply with copy checking and clearance processes with our legal teams before publication of their work. These processes have strict requirements in highly regulated sectors, such as pharmaceutical marketing.

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.

ACCEPTING NEW ASSIGNMENTS

We have a process in place to review new assignments and clients. 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 73 of our 2024 Annual Report

WPP agencies are required to follow our Assignment Acceptance Policy and Framework when taking on new business. This applies to all client sectors and provides guidance on how to conduct additional due diligence in relation to clients and any work they are asked to undertake. It requires various categories of work to be considered by our agencies' risk committees, or escalated to WPP for review.

GREEN CLAIMS

With continued scrutiny from consumers and regulators alike of the environmental claims made by businesses and brands, it is more important than ever that any sustainability claims we make on behalf of clients are authentic, material and matched by real action.

WPP's Green Claims Guide contains principles and practical tips for making effective green claims that are not misleading in any way. It is informed by guidance from regulators, such as the UK Competition and Markets Authority and US Federal Trade Commission, and complemented by a legal toolkit that has been incorporated into our legal clearance process.

In 2024 we continued to roll out green claims training to clients and partners:

- WPP and Burson ran a client event on the EU Green Claims Directive with the EU Commission, including green claims training with clients and partners, and a deep dive into what the Directive means for brands
- We ran tailored training for potentially higher-risk and higher-emissions clients across consumer goods, retail, energy and financial services
- We translated our green claims training into e-learning as part of our new Sustainability Academy, meaning this is now accessible to everyone at WPP on demand

WORKING WITH ENERGY CLIENTS

We work with a number of clients in the energy sector. We believe it is essential that the communications of energy companies¹ are truthful, fair and accurate. We require that rigorous standards are applied to all content we produce for our energy clients, as we do for all clients, and seek to fairly represent their actions and commitments at all times. Our policy is not to take on any client work, including lobbying, designed to frustrate the objectives of the Paris Agreement.

When considering assignments for energy clients, we give particular attention to whether:

- The proposed work is truthful, fair and accurate
- The proposed assignment is designed to influence public policy decision makers, such as government officials
- The client has made a public commitment to a transition to net zero and is seen to be developing transition plans
- The work relates to the approval or development of new greenfield oil and gas fields
- The work relates to the extension or development of particularly high-emission forms of energy, such as coal, or forms of extraction that have a higher environmental impact

We keep this under ongoing review as we continuously evaluate the nature of the work we perform for clients and the context in which it occurs.

¹ Energy companies in this context refers to those involved in the extraction, production, sale or distribution of oil, natural gas, coal or other fossil fuels, utility companies making use of such fuels and any relevant trade associations or organisations

GREEN CLAIMS PRINCIPLES



BE TRUTHFUL & ACCURATE



SUBSTANTIATE THE CLAIMS



DO NOT OVERSTATE THE BENEFIT



DO NOT OMIT OR HIDE IMPORTANT INFORMATION



BE SPECIFIC



AVOID SWEEPING OR UNQUALIFIED CLAIMS



ONLY MAKE FAIR & MEANINGFUL COMPARISONS



BE CLEAR & UNAMBIGUOUS



CAREFULLY CONSIDER IMAGERY



CONSIDER THE FULL LIFECYCLE OF THE PRODUCT



USE PLAIN LANGUAGE



BE SOCIALLY RESPONSIBLE

AI AND DATA ETHICS, PRIVACY AND SECURITY

A strong approach to governance, privacy and security

A transparent and accountable approach to data, privacy and AI is important for clients, consumers and WPP. We go beyond the legal minimum to maintain the highest ethical standards.

OUR APPROACH TO DATA

We have well-established and robust governance in place for data privacy and risk management. A continued focus on privacy-enhancing technologies in adtech, evolving data privacy laws and increased regulation mean adaptation and agility are key tenets of our approach.

Advertising should respect privacy while delivering exceptional value for consumers and advertisers. That's why Choreograph, our data company, was specifically designed to help clients get more out of their data while taking an ethical approach.

In 2023, GroupM and Google Chrome launched a global initiative focused on Privacy Sandbox technologies. We remain committed to collaborating closely with our partners, including Google, on the development and refinement of these technologies. This ongoing collaboration will enable us to provide our clients with innovative and sustainable advertising strategies that drive continued success while respecting user privacy.

USING AI SAFELY

We are dedicated to employing systems that align with fundamental principles in the responsible development and use of AI. All AI models and platforms used by WPP are reviewed by a multidisciplinary team to assess them from a legal, ethical and technical perspective. We have been training WPP people since 2019 to ensure they use AI responsibly and effectively, taking into account the use of personal data, privacy and intellectual property (IP) laws, and confidentiality.

In 2024 we continued to develop and enhance our AI governance approach, further updating our policies and establishing our AI-vendor review process.

In addition to our Generative AI Principles, in 2024 we published our AI Principles, acknowledging our broader use of AI and with it our responsibility to understand, monitor and evaluate this evolving technology on an ongoing basis.

AI ETHICS

We recognise that the fast pace of AI innovation brings with it ethical challenges, which is why we are dedicated to employing systems that align with fundamental principles in the responsible development and use of AI.

We fully support the need for industry regulation that fosters responsible innovation while mitigating potential risks, ensuring that across the board, AI remains a force for good.

We are also committed to better understanding and managing the environmental impacts of AI.

➔ See page 20

AI GOVERNANCE

We established a Generative AI Governance Committee to oversee the application, adoption and risks associated with AI across WPP. This Committee includes the CEO, CTO and Chief Privacy Officer and other senior stakeholders in the business with responsibility for the safe and responsible use of AI within the Company.

➔ The Committee has carried out a risk assessment, which can be found on page 79 of our 2024 Annual Report

WORKING WITH INDUSTRY

WPP welcomes government guidance and regulatory frameworks that set guardrails for responsible stewardship of AI, data and technology, while recognising the need to highlight the possibilities they offer. Through active engagement with industry bodies including the Advertising Association in the UK and the Network Advertising Initiative in the US, we are able to monitor and influence the changing regulatory landscape.

PRIVACY AND SECURITY

We have strong systems in place to ensure privacy and security for ourselves, our clients and our suppliers.

- The Risk Subcommittee regularly reviews and monitors our data ethics, privacy and security risk, as well as our approach to regulatory and legal compliance
- Our Chief Privacy Officer leads our work on privacy, supported by our Data Protection Officer. Alongside the WPP privacy team, they provide practical support to our agencies, promote best practices and ensure that privacy risks are well understood

- The WPP Data Privacy and Security Charter (reviewed and updated throughout the year) sets out core principles for responsible data management through our Data Code of Conduct, our technology, privacy and social media policies, and our security standards
- Safer Data training, which includes content on data protection, security and privacy, must be completed by all new and current employees, as well as consultants. Throughout the year, agency and subject matter-specific training is provided across WPP.

- This has included sessions focused on new regulations such as the Digital Personal Data Protection Act in India
- Our privacy teams establish direct relationships with their client counterparts to ensure engagement and alignment, as well as organising training across WPP and client teams
- Our annual Data Health Checker provides insight into how data is used, stored and transferred and helps us to identify any parts of the business that need further support. In 2024, the average risk score was 1.56 (2023: 1.61), where five indicates maximum risk





COMMUNITIES

In this section

Supporting our communities	28
Life-changing client work Includes promoting inclusion and belonging	29
Supporting our colleagues	29
What we gave in 2024	29

The following double materiality topics are included in this section

-  Responsible marketing and communications
-  Social and environmental impact of our client work

COMMUNITIES

We use our skills, scale and voice to support healthy communities

We believe that good communications can help bring about shifts in attitudes and behaviour.

We help amplify the impact of charities and non-governmental organisations by providing marketing and creative services, often on a pro bono basis.

This work is mutually rewarding and often worth more than an equivalent cash donation, helping to improve fundraising efforts, recruit new members, change behaviour or achieve campaign goals. It also gives WPP people the chance to work on fulfilling, impactful and sometimes award-winning campaigns that build their skills and raise the profile of our agencies.

SUPPORTING OUR COMMUNITIES

We encourage our people to use their creativity and expertise to contribute to issues they are passionate about.

We have a long tradition of pro bono work covering a range of issues from the arts to conservation, health and human rights. Our established Foundations and active network of Green Teams around the world provide a platform for people to act.

In India, our multi-award-winning WPP India Foundation is transforming the lives and livelihoods of young people and their families through a targeted programme of interventions. The Foundation, which is both a grant-giving and employee volunteering platform, aims to increase secondary school retention, improve learning outcomes and enhance job readiness with a focus on digital and creative transformation skills.

In Australia, we released our Innovate Reconciliation Action Plan, the second plan to be endorsed and accredited by Reconciliation Australia. This new two-year plan will enhance the way WPP builds First Nations cultural thinking into our client offering, as well as outlining our commitments across five key pillars to ensure we are supporting First Nations communities.

In February this year, to mark Black History Month, we announced a new collaboration with Realize the Dream, the non-profit founded by Martin Luther King III. WPP agencies will use their capabilities to support the aim of achieving 100 million hours of community service by the 100th anniversary of Dr King's birthday.

VML FOUNDATION CELEBRATES 20 YEARS OF GIVING

One day a year for the past 20 years, VML has closed its offices worldwide and asked its employees to spend the day volunteering for local causes instead of working. Since the initiative began, VML has collectively supported more than 250 non-profit causes.

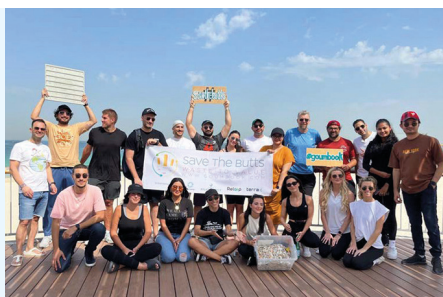
The VML Foundation surpassed \$3.2 million in charitable donations in 2024, as well as supporting pro bono services for non-profits, year-long volunteer opportunities, disaster relief efforts and more.



EARTH DAY 2024

To celebrate Earth Day 2024, our Green Teams brought people together across 34 WPP campuses and online to learn, share and engage in more than 120 activities aimed at making a positive impact on local environments:

- In Atlanta, volunteers completed a litter pick in Grand Park
- Beijing hosted a week of activities focused on 'turning waste into treasure'
- Berlin launched a mobile phone recycling scheme in partnership with Deutsche Telekom
- Dubai hosted a beach cleaning day with a session on mitigating marine waste
- Other activities included tree planting, cleaning up local waterways, community gardening, preloved swap shops and much more



COMMUNITIES CONTINUED

LIFE-CHANGING CLIENT WORK

We are proud to deploy our creativity to rethink the status quo. In 2024, campaigns included Grey's Sightwalks for Sol Cements, which helped visually impaired people navigate city streets guided by tactile pavements. The campaign was hailed as a breakthrough in inclusive design and won eight Cannes Lions.

Filter Caps by Ogilvy, which co-developed biodegradable filter caps for water bottles, helped deliver safe water to vulnerable communities across Colombia, and was named one of *TIME* magazine's best inventions of 2024.

And AKQA's Sounds Right, in partnership with Spotify, was a world-first initiative that allowed artists to credit nature so that royalties from natural sounds can fund conservation projects.

PROMOTING INCLUSION AND BELONGING

We continue to invest in programmes to promote inclusion and a culture of belonging. These include some of the initiatives that received funding through our three-year Racial Equity Programme, which concluded in 2024, to invest \$30 million in inclusion programmes and supporting external organisations.

For example, for the second year running we partnered with The One Club for Creativity to launch One School UK, a free 16-week portfolio school for Black creatives. This programme supports emerging talent by breaking down barriers to entry in the creative industries, building a more diverse talent pipeline for the future.

UNSTEREOTYPE ALLIANCE

As a founding member of Unstereotype Alliance, we partner with UN Women to work towards eradicating harmful stereotypes in media and advertising content. In 2024, we engaged locally with six national chapters – Australia, Brazil, India, Mexico, Türkiye and UK.

In 2024 the UK chapter partnered with Saïd Business School, University of Oxford, to launch an industry-first study proving that inclusive advertising and positive gender portrayals can drive sales and business growth. The findings revealed that brands with more inclusive advertising practices sell more (16.26% increase in long-term sales) and that consumers are more likely to consider them (62% higher likelihood of being a consumer's first choice).

SUPPORTING OUR COLLEAGUES

In 2024 we supported our communities around the world affected by war and natural disasters. For colleagues based in Lebanon and Israel, we provided direct assistance as soon as conflict broke out, including an emergency financial fund and help for people moving to safety.

After severe flooding in Brazil, we provided support to 50 displaced employees that included hardship allowances and access to emergency medical aid. And in the wake of the California wildfires, during which 47 WPP employees were evacuated, we put in place emergency provisions including medical insurance and funds to cover temporary accommodation.

WHAT WE GAVE IN 2024

PRO BONO WORK



CASH DONATIONS



COMBINED SOCIAL INVESTMENT



Our pro bono work was worth £4.6 million (2023: £9.0 million).

We also made cash donations to charities of £4.5 million (2023: £3.6 million).

Our pro bono work, combined with cash donations, resulted in a total social investment of £9.1 million (2023: £12.6 million), equivalent to 0.9% of headline profit before tax (2023: 0.8%).

WPP media agencies negotiated free media space worth £17.8 million on behalf of pro bono clients (2023: £19.5 million).

£26.9m

total social contribution
(2023: £32.1 million)

Our total social contribution, taking into account cash donations, pro bono work, in-kind contributions and free media space was £26.9 million (2023: £32.1 million).










RESPONSIBLE BUSINESS

In this section

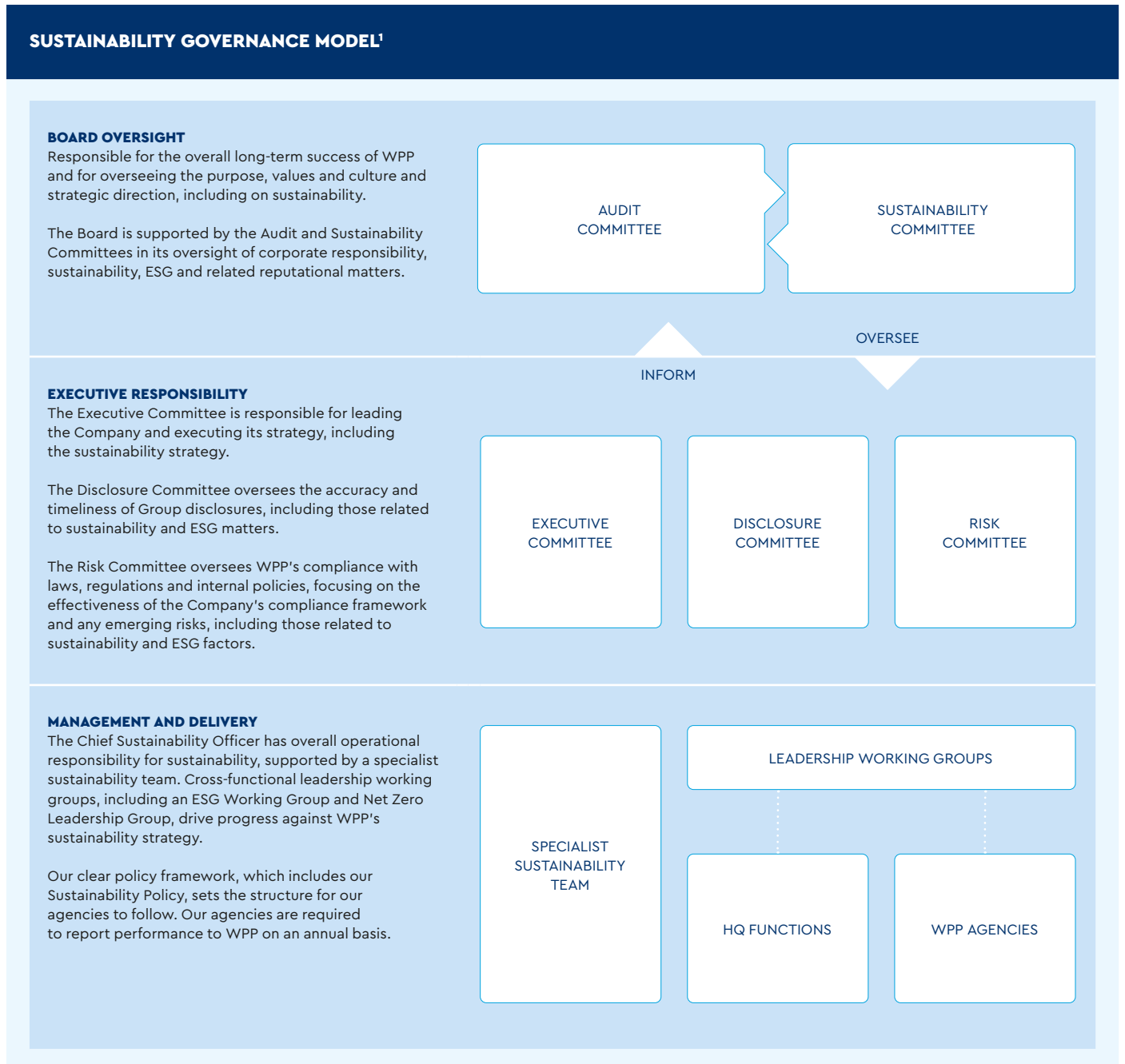
Sustainability governance and management Includes how we engage with stakeholders on sustainability	31
Public policy	34
Supply network Includes human rights	35

The following double materiality topics are included in this section

-  Corporate culture and business ethics
-   Fraud, corruption and bribery
-   Regulatory compliance

SUSTAINABILITY GOVERNANCE AND MANAGEMENT

Our governance processes and policies help us manage sustainability risks and opportunities consistently across the Company



¹ References to sustainability and ESG are inclusive of the climate change issues identified as relevant to WPP in the TCFD statement (2024 Annual Report, pages 47-54)

SUSTAINABILITY GOVERNANCE AND MANAGEMENT CONTINUED

BOARD OVERSIGHT

The Board approves our sustainability policies and disclosures. Where sustainability matters, including climate change, are identified by management as relevant, the Board takes these into account when overseeing major decisions as set out in Matters Reserved for the Board (available on wpp.com).

Our Sustainability Committee supports the Board in its oversight of corporate responsibility, sustainability, ESG and related reputational matters. Committee members bring with them a wide range of sustainability expertise, including marketing, technology, sustainable business and international development, from senior positions in business and non-governmental organisations.

The Committee works to understand WPP's sustainability-related risks and opportunities, review and monitor the management and implementation of our sustainability strategy and Transition Plan, and review policy statements on environmental and social matters. The Committee meets at least four times a year, receiving in-depth progress reviews from management at each meeting, and provides an update to the Board following each meeting.

The Audit Committee, jointly with the Sustainability Committee, monitors the integrity of WPP's ESG disclosures, including the relationship with our ESG assurance provider. It provides oversight of internal controls and risk management, including our ESG controls.

The Compensation Committee determines our remuneration policy, in accordance with the UK Corporate Governance Code.

The Nomination and Governance Committee reviews the Board's composition and skills ensuring, where relevant, that the Board's oversight of material ESG matters is appropriate.

➔ For further information see 'Corporate Governance' from page 86 of our 2024 Annual Report

EXECUTIVE RESPONSIBILITY

The Executive Committee assists the CEO in discharging his responsibilities. Collectively, it is responsible for implementing strategy, including sustainability strategy, ensuring consistent execution and embedding the Company's culture and values.

The Disclosure Committee was established by the CEO and CFO. It is responsible for overseeing the accuracy and timeliness of Group disclosures, including those related to sustainability and ESG matters, and reviewing controls and procedures in relation to the public disclosure of financial and non-financial information.

The Risk Committee assists the Board and Audit Committee by reviewing, monitoring and advising on: compliance with laws, regulations, internal procedures and industry standards; the design and implementation of WPP's compliance framework, policies and procedures; and risks that present themselves throughout WPP, including material sustainability and ESG issues.

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. Our UK Tax Strategy is available online at wpp.com.

MANAGEMENT AND DELIVERY

The Chief Sustainability Officer has overall operational responsibility for sustainability. The sustainability team ensures consistent implementation of our standards and supports the business to identify sustainability-related risks and opportunities. Together, they engage the business through targeted briefings, programme meetings and status updates.

Our sustainability team monitors key performance metrics and collates status updates from the business, which are reported to the Chief Sustainability Officer, the relevant executive committees and Board committees, and the wider business. Progress against sustainability metrics and targets is communicated to the business on an annual basis.

Management of sustainability requires cross-functional accountability and responsibilities. To ensure alignment across functions, the sustainability team has formed working groups. The ESG Working Group includes executive-level representatives from relevant functions and is responsible for ensuring the effective implementation of WPP's approach to ESG compliance in preparation for the CSRD and other mandatory regulations. The Net Zero Leadership Group brings together function and agency leaders across the five hotspots identified as generating the largest proportion of emissions across our total carbon footprint to accelerate progress against WPP's near-term science-based targets.

We set a clear policy framework through our Code of Business Conduct, Sustainability Policy, Supplier Code of Business Conduct and other policies included in the WPP Policy Book. Our agencies are required to comply with our Sustainability Policy, and report performance to WPP on an annual basis.

HOW WE ENGAGE WITH STAKEHOLDERS ON SUSTAINABILITY

Dialogue with stakeholders, including our people, clients and shareholders, provides valuable feedback and insight into sustainability risks and opportunities for WPP and our clients. Most stakeholder engagement takes place in the course of doing business.

STAKEHOLDER GROUP

HOW WE ENGAGE



SHAREHOLDERS

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

- We cover ESG as part of our extensive investor relations programme, which includes quarterly results presentations, investor days, the AGM, investor and analyst meetings, webcasts and ongoing email exchanges
- We engage with ESG rating agencies and benchmarking organisations including: Bloomberg Gender-Equality Index; Ecovadis; Equileap; Vigeo Eiris; FTSE Russell; ISS; Moody's; MSCI Research Inc.; Tortoise Responsibility 100; Sedex; and Sustainalytics



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

- We contributed £1.6 billion in taxes to public finances (2023: £1.6 billion)
- We participated in consultations and ministerial roundtables relating to AI regulations, both directly and through industry bodies
- We invited regulators and thought-leaders to events for our clients and our people on policy issues including AI and green claims



CLIENTS

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

- We continue to strengthen our sustainability capabilities to support clients (see page 24): clients gave us a score of 8.0 out of ten for our ability to support their sustainability goals (2023: 8.0)
- We disclose our own sustainability policies and performance in response to client questionnaires and in pitches
- We made our Green Claims training accessible to all WPP employees, and delivered bespoke training to clients in potentially higher-risk sectors (see page 25)



SUPPLIERS AND PARTNERS

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 evaluate potential suppliers on a variety of ESG factors including carbon reduction and human rights
- We work with leading technology partners to develop people's skills (see page 9)
- We assessed carbon strategic suppliers, representing \$1.2 billion in spend, on their carbon reduction commitments (see page 19)



PEOPLE

We depend on the talent, creativity and technology skills of our people. 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

- Our All In survey helps us better support employees, hold ourselves accountable and create a culture of belonging (see page 12)
- We offer a number of ways for people to learn, develop and thrive: in 2024, we expanded our Future Readiness Academies; to date 30,000+ learners have completed 108,000+ lessons
- We developed new functionality and integrated new models into WPP Open to help employees in their day-to-day work: since the start of 2024, monthly active users are up 74%
- We continued our Inclusion as a Skill programme globally and expanded the offering to be delivered in six additional languages (see page 10)



PLANET

We are committed to responsible and sustainable business practices. We use our creativity combined with our global scale to meet sustainability obligations within our own business, our clients' businesses and across our industry

- We have set near-term science-based carbon reduction targets and are developing our formal Transition Plan
- We launched a Sustainability Academy, featuring interactive modules and live masterclasses (see page 23)
- Our Green Claims Guide gives our people principles and practical tips for making accurate, authentic and material environmental claims
- We regularly respond to investors, rating agencies and benchmarking organisations on environmental issues, disclosing performance through CDP Climate Change and Supply Chain



COMMUNITIES

We can help boost not-for-profit 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 have a long tradition of pro bono work covering a range of issues from the arts to conservation, health and human rights (see page 28)
- Our total social contribution in 2024 was £26.9 million (2023: £32.1 million)
- Our established Foundations provide a platform for people to act: the VML Foundation surpassed \$3.2 million in charitable donations in 2024

➔ **For more information on our stakeholders, what is important to them and how we engage with them, see pages 98-101 of our 2024 Annual Report**

PUBLIC POLICY

Business can make a valuable contribution to the public policy debate

To protect the public interest, it is important that we conduct all lobbying with integrity and transparency.

Most of our public policy work is carried out for clients by our public affairs businesses, including lobbying public officials and influencing public opinion. We also advocate on issues that affect our business, people and wider stakeholders.

Our agencies engaged in public affairs included Burson and FGS Global in 2024.¹ The majority of this work took place in the US, UK and 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. They commit us to acting ethically in all aspects of our business and to maintaining the highest standards of honesty and integrity. Political activities 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.

Our Group Chief Counsel has responsibility for developing and implementing our Political Activities and Engagement Policy and public reporting procedures. Agency CEOs and CFOs in each country or region are responsible for implementing the policy locally.

Any third parties conducting political activities on behalf of WPP or our agencies must comply with the policy. Third parties are required to complete WPP mandatory ethics training or equivalent within their own organisations.

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

WPP plc, are listed on the EU Transparency Register of lobbying activities.

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

Many of our agencies are members of professional organisations and abide by their codes of conduct. Examples include the UK Association of Professional Political Consultants and the European Public Affairs Consultancies' Association.

We will not undertake work that is intended to mislead and always seek to identify the underlying client before taking on work. Our Assignment Acceptance Policy and Framework provides guidance to our leaders and people about how to conduct additional due diligence in relation to clients and any work we are asked to undertake.

➔ See page 25

LOBBYING AND POLITICAL ADVOCACY

At times we directly contribute to the debate on public policy issues relevant to our business, people and wider stakeholders. For example, we engaged with the UK government on its AI regulatory framework by hosting the AI Minister at a policy event and providing insight into AI systems. Additionally, we engaged extensively with the Department for Business and Trade on the 2035 Industrial Strategy. WPP is also represented in the Professional Business Services Council, which is co-chaired by a UK minister. Where relevant, we contributed to the public policy debate on other issues such as the EU's rules on green claims via a client event with the European Commission held in Brussels.

We also support clients' advocacy on a wide range of issues, through both pro bono and paid work. Our agencies contribute to public policy debate in areas where they have expertise and a special interest, such as privacy, data protection and AI 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.

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 agencies may make personal voluntary political contributions directly to candidates for office. Burson also maintained political action committees in 2024, which accept voluntary donations from their people to support political candidates and made disbursements worth \$48,610 (data from fec.gov).

MEMBERSHIP OF TRADE ASSOCIATIONS

WPP and our agencies are members of industry groups, business associations and other membership organisations with robust governance processes. WPP agencies must nominate a senior manager to manage and oversee trade association relationships.

We actively support initiatives and projects that align with our values and priorities, such as Ad Net Zero. This can help accelerate progress across the industry. For example, we are supportive of Ad Net Zero's work to agree a consistent and transparent methodology for calculating emissions from media placement.

WPP's memberships include: the American Benefits Council, Business Disability Forum, China-Britain Business Council, Institute of Business Ethics, Living Wage Foundation, Media Trust, RE100, UN Global Compact, Unmind and The Valuable 500.

At a local level, 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.

¹ WPP disposed of FGS Global in December 2024

SUPPLY NETWORK

Understanding our network of suppliers

The wide range of services we offer and our organisational structure mean we have to manage a complex and dynamic supply chain.

We work with approximately 70,000 companies across our supply network.

Our suppliers fall into two main categories: those providing goods and services such as IT, telecommunications and travel, and those used in client work such as production and media.

In 2024 our responsible procurement team continued to strengthen how we manage environmental, social and governance issues in our supply chain, focusing on supply chain risk and Scope 3 decarbonisation.

We are committed to inclusion in our purchasing lifecycle, both internally and for the benefit of our clients.

SUPPLY CHAIN RISK

We continually review our supply chain risks and carry out due diligence on our suppliers to help us select suppliers that meet our requirements when it comes to doing business responsibly.

In 2024 we continued to evolve our approach to supply chain risk assessments. Key suppliers across each procurement category have been assessed and we are able to manage specific risks associated with those suppliers. The next phase will see us establish a framework for supplier relationship management, which will include risk management as an integral element.

Suppliers are asked to sign a copy of WPP's Code of Business Conduct, or prove equivalence within their own policies as a pre-condition to engagement to confirm they will comply with its principles.

Our Code of Business Conduct requires suppliers to apply similar standards to companies within their own supply chains, including evidencing social responsibility and anti-discrimination in their cultures, behaviours and attitudes.

WPP also includes a right-to-audit provision in the supplier documentation and/or standard terms and conditions of contract.

CARBON REDUCTION

We are committed to halving carbon emissions across our supply chain by 2030, from a 2019 baseline. We know that the complex nature of our supply chain makes this target ambitious, but it's one we are determined to reach.

In 2023, we analysed our indirect suppliers' carbon footprint in detail, identifying those carbon-strategic suppliers we can engage with to help bring down emissions. In 2024, we continued to strengthen our understanding of supply chain emissions and established a repeatable process for mapping our suppliers' carbon footprint.

We now know that just 138 suppliers contribute 56% of our total indirect purchased goods and services emissions. We have assessed the maturity of these suppliers' emissions reduction plans and embarked on an outreach and engagement plan to collectively work towards decarbonisation of our supply chain. This will remain a priority in 2025 and beyond.

→ See page 19

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.

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.

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

Our most direct impact on human rights is as a major employer. We recognise the rights of our people, including those relating to freedom of association and collective bargaining, and do not tolerate harassment or any form of forced, compulsory or child labour.

We work with clients to manage any human rights risks from marketing campaigns, for example by protecting children's rights in relation to marketing. We will not undertake work that is intended to mislead on human rights or any other issue.

Our people can report concerns or suspected cases of misconduct through our Right to Speak facility (which is confidential and allows for anonymity).

→ See Whistleblowing on page 75 of our 2024 Annual Report

MODERN SLAVERY

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

We recognise the prevalence of modern slavery across all countries. Modern slavery training is mandatory for all procurement employees upon joining WPP.

To strengthen how we identify and manage modern slavery risk in our indirect supply chain, in 2024 we continued to work with third-party service provider SlaveCheck to explore how their 'collective intelligence' model can help identify and flag potential slavery risks or incidences within global supply chains.

Our global supplier agreement includes a specific clause relating to modern slavery compliance. We reserve the right to terminate a contract with any supplier found to breach or fail to comply with any legislation relating to modern slavery.

Our Modern Slavery Act statement is approved by the Board on an annual basis.

→ Modern Slavery Act Transparency Statement, wpp.com/modern-slavery-act-statement

ABOUT OUR REPORTING

We continue to enhance our environmental, social and governance reporting to meet our obligations in a rapidly formalising landscape















We have reported our environmental, social and governance (ESG) performance since 2002. Our aim is to take an integrated approach to managing sustainability risks and opportunities, and to reflect this in our reporting.



We include material performance information in our 2024 Annual Report and provide further details, data and case studies in this Sustainability Report and online.

OUR MATERIALITY PROCESS

We use a materiality process to ensure our sustainability strategy, investments and reporting focus on the topics of greatest importance and relevance to our business and stakeholders. In preparation for the EU Corporate Sustainability Reporting Directive (CSRD), we conducted our first double materiality assessment in 2024. This assesses ESG factors through an 'outside-in' lens (potential to affect our financial performance) and an 'inside-out' lens (our potential impact on society and the environment).

The table (right) sets out the ESG topics identified as material for WPP. These topics will inform WPP's ESG approach going forward, to focus activity on the topics of greatest importance and relevance to the business and its stakeholders. As materiality is dynamic, we will monitor and adjust as needed.

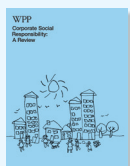
ESG TOPIC	LOCATION IN REPORT	
Corporate culture and business ethics		People Policies, procedures and culture (See pages 7-12) (See 2024 Annual Report, pages 74-76)
Fraud, corruption and bribery	 	Policies, procedures and culture (See 2024 Annual Report, pages 74-76)
Data privacy and security	 	AI and data ethics, privacy and security (See page 26)
Equal treatment and opportunities for all employees		People (See pages 7-12)
Operational greenhouse gas emissions		Planet (See pages 13-21)
Regulatory compliance	 	Policies, procedures and culture (See 2024 Annual Report, pages 74-76)
Responsible AI and technology use		AI and data ethics, privacy and security (See page 26)
Responsible marketing and communications		Clients Communities (See pages 22-26) (See pages 27-29)
Social and environmental impact of our client work		Clients Communities (See pages 22-26) (See pages 27-29)
Supply chain greenhouse gas emissions		Planet (See pages 13-21)
Talent attraction, retention and development		People (See pages 7-12)

KEY  Indicates where a topic is material from a financial perspective  Indicates where a topic is material from an impact perspective

[➔ Read more at wpp.com/sustainabilityreport2024](https://wpp.com/sustainabilityreport2024)

OUR ESG REPORTING ROADMAP

2002: first Sustainability Report
WPP is an early adopter of sustainability reporting, publishing our first Sustainability Report more than 20 years ago



2022: ESG controls launch
In response to assurance observations, and in preparation for incoming ESG legislation, we design and launch our first set of formal ESG controls to enhance data quality

2025 onwards: regulatory alignment
We will continue to evolve disclosures to comply with ESG reporting frameworks, including the CSRD and the IFRS Sustainability Standards

2021: engage PwC to conduct third-party limited assurance
To strengthen our approach to non-financial assurance, we engage PwC to provide independent limited assurance over select ESG metrics

2024: double materiality assessment
We conduct our first double materiality assessment. Topics identified as material are summarised above




EVOLVING OUR REPORTING

Stakeholder demand for more comprehensive and verifiable environmental, social and governance data is growing

We have been investing in our reporting approach to meet rising expectations from clients, regulators and other stakeholders for rigorous, accurate and complete ESG information.

SUSTAINABILITY ASSURANCE

To strengthen data quality, in 2021 we engaged PricewaterhouseCoopers LLP (PwC) to provide independent limited assurance of select ESG metrics, including emissions from our operations and business air travel.

ESG data included in our 2024 Annual Report and 2024 Sustainability Report is for the calendar year 2024 and covers all subsidiaries of the Company. The selected ESG performance metrics marked with the symbol  have been subject to independent limited assurance procedures by PwC for the year ended 31 December 2024 in accordance with International Standard on Assurance Engagements 3000 (revised) and, in respect of greenhouse gas emissions data, International Standard on Assurance Engagements 3410, issued by the International Auditing and Assurance Standards Board.

The majority of our data is collected locally, and a common challenge is reconciling inconsistencies in calculations and data capture. We are working to further enhance the quality and assurability of our ESG data in line with evolving reporting requirements.

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.

We continue to review and evolve our reporting in response to changing ESG regulations and standards, including the CSRD and the International Financial Reporting Standards (IFRS) Sustainability Standards. The outputs of our first double materiality assessment are included on page 36.

HOW WE ARE EVOLVING OUR REPORTING

PHASE	EXAMPLE ACTIVITIES
1 IDENTIFY Understand our material ESG topics	<ul style="list-style-type: none"> Conduct and refresh our double materiality assessment Consider our reporting obligations related to material topics, including under CSRD and the IFRS Sustainability Standards
2 PRIORITISE Define data sources, evaluating maturity and challenges	<ul style="list-style-type: none"> Classify data based on source systems Map data and calculation quality, and control environment maturity
3 ANALYSE Understand data challenges and how to fix them	<ul style="list-style-type: none"> Isolate the root causes for data quality challenges, informed by internal and third-party review and assurance
4 IMPROVE Deploy solutions to enhance our ESG disclosures	<ul style="list-style-type: none"> Develop new data sources and calculation approaches Train and engage communities that provide data Deploy technologies to support data collection, analysis and reporting Remediate issues identified through assurance
5 CONTROL Embed control-based solutions to enable consistency and continual improvement	<ul style="list-style-type: none"> Establish process documentation Implement ESG controls to enhance consistency and accuracy

Our online Reporting Standards Index shows which topics and disclosures are covered and their location in our 2024 reporting.

NON-MATERIAL DISCLOSURES

The results of our first double materiality assessment have reshaped some of the topics that are considered for inclusion in WPP's sustainability reporting.

As we evolve our disclosures to be consistent with the CSRD and other ESG reporting requirements, we will continue to disclose information on topics that fall outside the scope of CSRD reporting (including health and safety, country-level people metrics and waste) through our annual ESG Data Book and through ESG rating platforms including CDP, EcoVadis and SEDEX.

➔ See 'Evolving our disclosures', pages 10 and 16

We remain committed to ongoing responsible management practices across both material and non-material ESG-related topics. These topics will also be considered as part of future materiality assessments to reflect potential changes in their materiality.

➔ See wpp.com/sustainabilityreport2024 for:
 - PwC's Independent Limited Assurance Report
 - Reporting Standards Index
 - 2024 ESG Data Book

WHERE TO FIND US

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COMPANY INFORMATION

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

INVESTOR INFORMATION

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

FORWARD-LOOKING STATEMENTS

The Company may include forward-looking statements (including as defined in the U.S. Private Securities Litigation Reform Act of 1995) in oral or written public statements issued by or on behalf of the Company. These forward-looking statements may include, among other things, plans, objectives, beliefs, intentions, strategies, projections and anticipated future economic performance based on assumptions and the like that are subject to risks and uncertainties. These statements can be identified by the fact that they do not relate strictly to historical or current facts. They use words such as 'aim', 'anticipate', 'believe', 'estimate', 'expect', 'forecast', 'guidance', 'intend', 'may', 'will', 'should', 'potential', 'possible', 'predict', 'project', 'plan', 'target', and other words and similar references to future periods but are not the exclusive means of identifying such statements. As such, all forward-looking statements involve risk and uncertainty because they relate to future events and circumstances that are beyond the control of the Company. Actual results or outcomes may differ materially from those discussed or implied in the forward-looking statements. Therefore, you should not rely on such forward-looking statements, which speak only as of the date they are made, as a prediction of actual results or otherwise. Important factors which may cause actual results to differ include but are not limited to: the unanticipated loss of a material client or key personnel; delays, suspensions or reductions in client advertising budgets; shifts in industry rates of compensation; regulatory compliance costs or litigation; changes in competitive factors in the industries in which we operate and demand for our products and services; changes in client advertising, marketing and corporate communications requirements; our inability to realise the future anticipated benefits of acquisitions; failure to realise our assumptions regarding goodwill and indefinite lived intangible assets; natural disasters or acts of terrorism; the Company's ability to attract new clients; the economic and geopolitical impact of the conflicts in Ukraine and the Middle East; the risk of global economic downturn; slower growth, increasing interest rates and high and sustained inflation; tariffs and other trade barriers; supply chain issues affecting the distribution of our clients' products; technological changes and risks to the security of IT and operational infrastructure, systems, data and information resulting from increased threat of cyber and other attacks; effectively managing the risks, challenges and efficiencies presented by using Artificial Intelligence (AI) and Generative

AI technologies and partnerships in our business; risks related to our environmental, social and governance goals and initiatives, including impacts from regulators and other stakeholders, and the impact of factors outside of our control on such goals and initiatives; the Company's exposure to changes in the values of other major currencies (because a substantial portion of its revenues are derived and costs incurred outside of the UK); and the overall level of economic activity in the Company's major markets (which varies depending on, among other things, regional, national and international political and economic conditions and government regulations in the world's advertising markets). In addition, you should consider the risks described in Item 3D, captioned "Risk Factors" in the Group's most recent Annual Report on Form 20-F, which could also cause actual results to differ from forward-looking information. In light of these and other uncertainties, the forward-looking statements included in this document should not be regarded as a representation by the Company that the Company's plans and objectives will be achieved. Neither the Company, nor any of its directors, officers or employees, provides any representation, assurance or guarantee that the occurrence of any events anticipated, expressed or implied in any forward-looking statements will actually occur. Other than in accordance with its legal or regulatory obligations (including under the Market Abuse Regulation, the UK Listing Rules and the Disclosure and Transparency Rules of the Financial Conduct Authority), the Company undertakes no obligation to update or revise any such forward-looking statements, whether as a result of new information, future events or otherwise.

WEBSITE

WPP's website wpp.com gives additional information on the Group. Notwithstanding the references we make in this Annual Report to WPP's website, none of the information made available on the website constitutes part of this Annual Report or shall be deemed to be incorporated by reference herein.

Written by WPP
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