

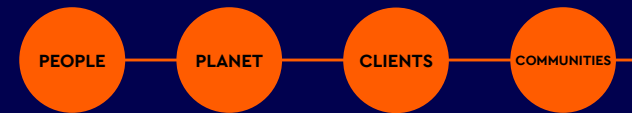


# ESG INVESTOR EVENT

BUILDING BETTER FUTURES



30<sup>th</sup> June 2021



# CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

This presentation contains statements that are, or may be deemed to be, "forward-looking statements". Forward-looking statements give the Group's current expectations or forecasts of future events. An investor can identify these statements by the fact that they do not relate strictly to historical or current facts. They use words such as "anticipate", "estimate", "expect", "intend", "will", "project", "plan", "believe", "target" and other words and terms of similar meaning in connection with any discussion of future operating or financial performance.

Other than in accordance with its legal or regulatory obligations (including under the Market Abuse Regulations, UK Listing Rules and the Disclosure Guidance and Transparency Rules of the Financial Conduct Authority), the Group undertakes no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise. Investors should, however, consult any additional disclosures that the Group may make in any documents which it publishes and/or files with the US Securities and Exchange Commission (SEC). All investors, wherever located, should take note of these disclosures. Accordingly, no assurance can be given that any expectation will be met, and investors are cautioned not to place undue reliance on the forward-looking statements. Forward-looking statements are subject to assumptions, inherent risks and uncertainties, many of which relate to factors that are beyond the Group's control or precise estimate. The Group cautions investors that a number of important factors, including those in this presentation, could cause actual results to differ materially from those expressed or implied in any forward-looking statement. Such factors include, but are not limited to, those discussed under Item 3.D 'Risk factors' in the Group's Annual Report on Form 20-F for FY 2020 and any impacts of the COVID-19 pandemic. Any forward-looking statements made by or on behalf of the Group speak only as of the date they are made and are based upon the knowledge and information available to the Directors on the date of this presentation.

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# AGENDA

**SESSION**  
Speaker(s)

WPP's Purpose

1

*Mark Read*

Clients

2

*Lindsay Pattison*

People

3

*Jacqui Canney, Judy Jackson*

*Break*

Planet

4

*Hannah Harrison, John Rogers*

Communities

5

*Mark Read*

*Break*

Governance

6

*John Rogers*

## Q&A

*Mark Read  
John Rogers  
Jacqui Canney  
Lindsay Pattison  
Hannah Harrison*

# WPP'S PURPOSE



## **WPP'S PURPOSE**

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

# OUR WORK SHIFTS BELIEF AND BEHAVIOUR



wrinkled?  
 wonderful?

Will society ever accept 'old' can be beautiful? Join the beauty debate.

[campaignforrealbeauty.co.uk](http://campaignforrealbeauty.co.uk) | 



Have a break, have a Kit Kat.®



**HAND SOAP**

#Safe Hands

donated by  
 COLGATE-PALMOLIVE

# WITH THE POTENTIAL FOR SIGNIFICANT IMPACT

**\$60B**

Annual billings

**325**

of the **Fortune Global 500**

**61**

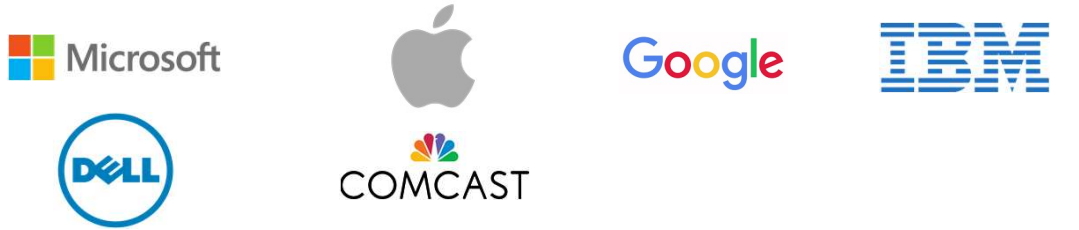
of the **FTSE 100**

..... WPP'S TOP 20 CLIENTS .....

CPG/PREMIUM



TECHNOLOGY/MEDIA



PHARMA AND HEALTHCARE

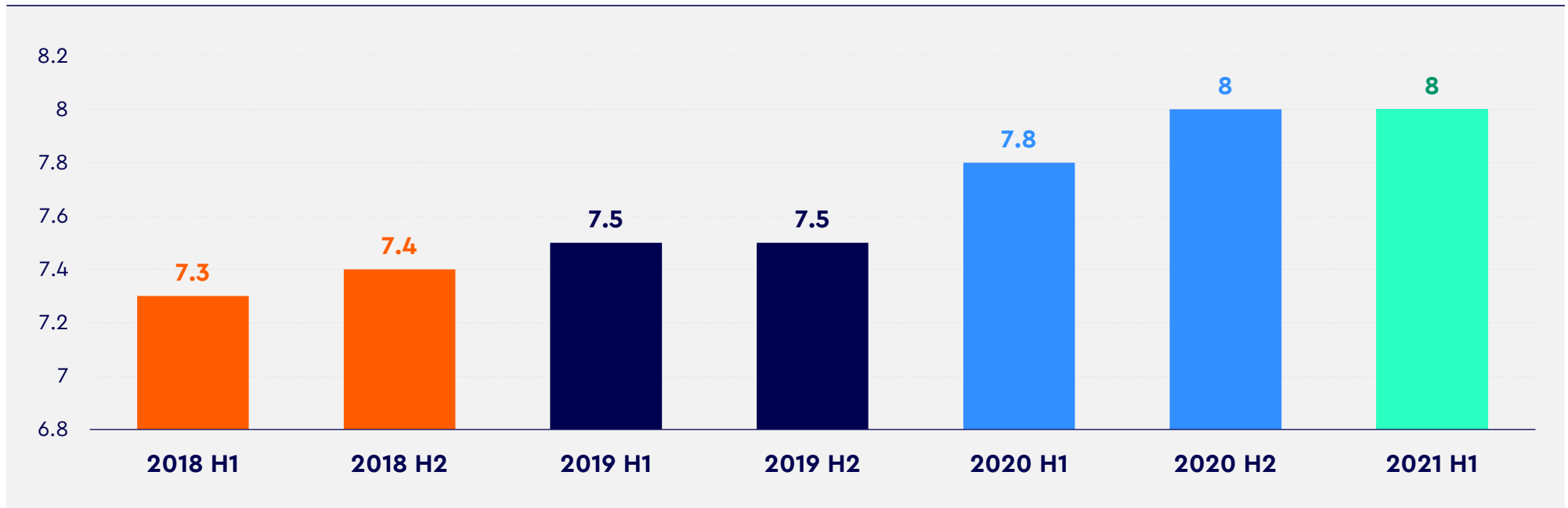


AUTOMOTIVE



# LONG-TERM BUSINESS SUSTAINABILITY DRIVEN BY CLIENT SATISFACTION

## LIKELIHOOD TO RECOMMEND



## NET PROMOTER SCORE



SOURCE: WPP Vantage; 2.4K-59K+ client responses per period; scores out of 10



# RIGHT FOR US AND FOR OUR BUSINESS

**2.5X**

**BRAND VALUE**

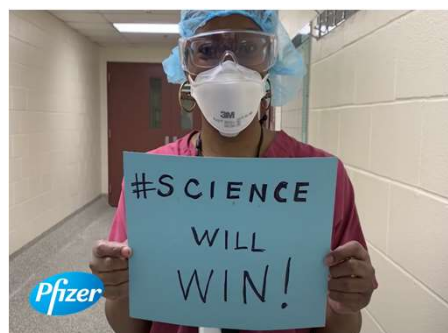
for brands perceived as having a high positive impact on society<sup>1</sup>



**85%**

**BELIEVE**

brands should be about something more than profit<sup>2</sup>



**72%**

**BUY**

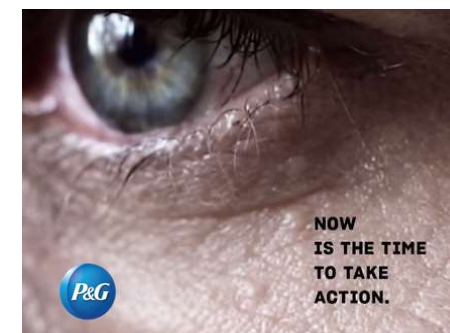
more environmentally friendly products than 5 years ago<sup>3</sup>



**90%**

**BELIEVE**

companies have an environmental and social responsibility<sup>4</sup>



1. Kantar Purpose 2020 Report

2. Generation Z: Building a Better Normal, Wunderman Thompson Intelligence, Dec-20

3. Accenture, 2019

4. Bank of America Gen Z Primer

# OUR PURPOSE TOUCHES EVERY ELEMENT OF WPP



# WPP HAS A CLEAR LEADERSHIP POSITION

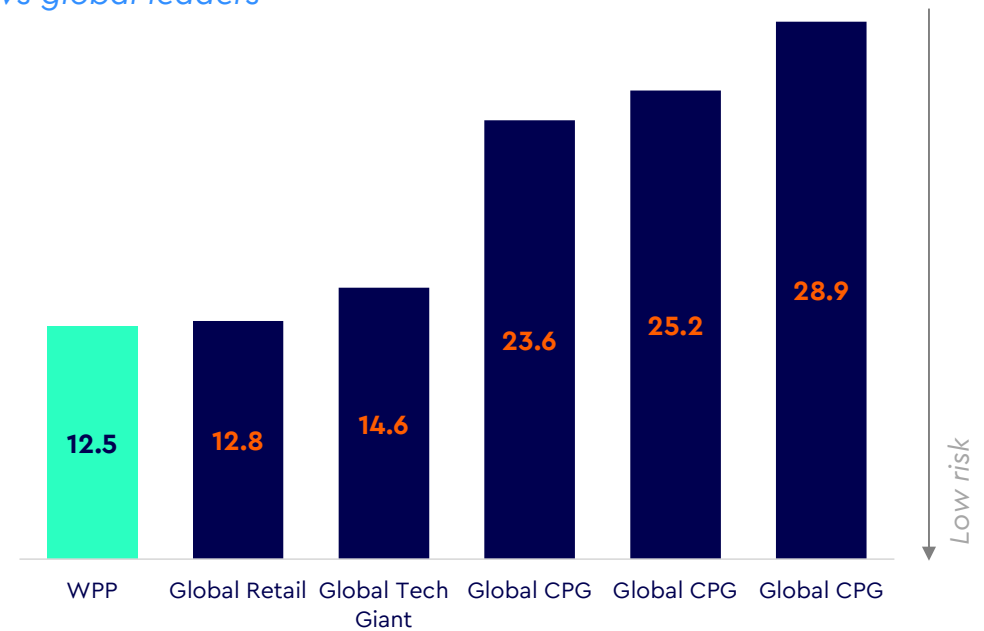
## SUSTAINALYTICS ESG RISK SCORE

*vs agency peers*



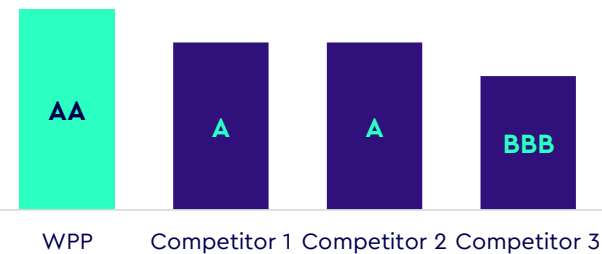
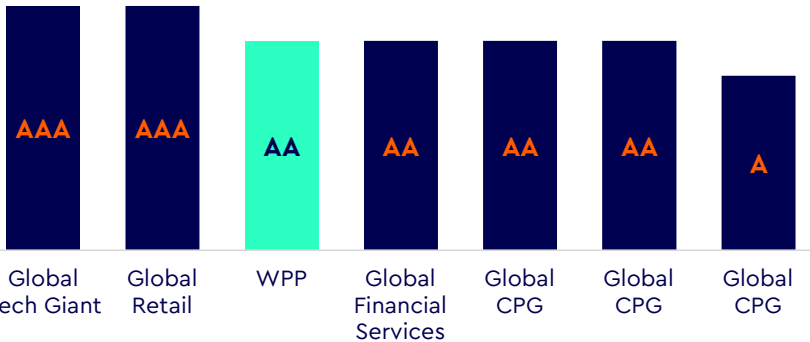
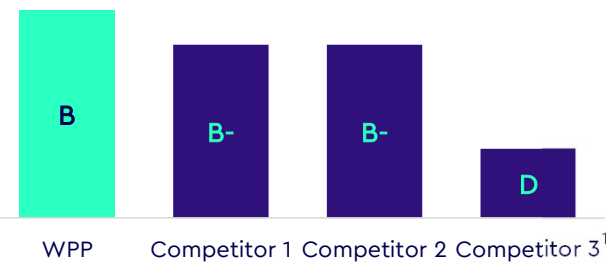
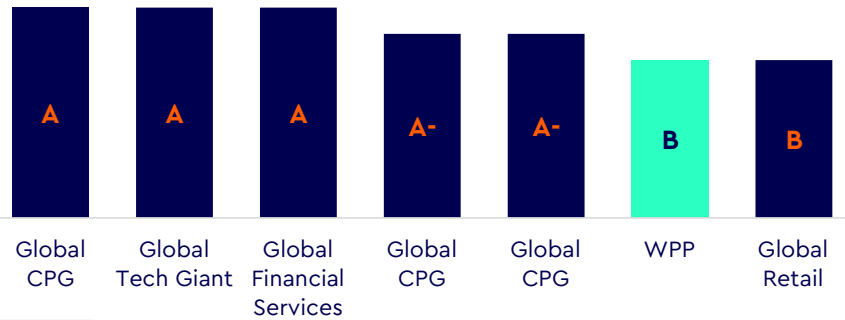
## SUSTAINALYTICS ESG RISK SCORE

*vs global leaders*



***A lower ESG risk score indicates low exposure to ESG-related risks.***

# AND SCORES HIGHLY ON OTHER BENCHMARKS



*The company falls into the highest scoring range relative to global peers, reflecting governance practices that appear to be generally well aligned with investor interests.*

**MSCI**

1. Competitor 3 has a 'No Response' CDP status in 2020, rating presented is from 2019

# OUR STRATEGY AND PURPOSE ARE FULLY ALIGNED

## VISION AND OFFER

- Sustainability at the heart of our business and offer for clients

## CREATIVITY

- Responsible marketing
- Pro bono work
- Diverse, equitable and inclusive teams

## DATA & TECHNOLOGY

- Privacy and data ethics
- Cloud based infrastructure

## SIMPLER STRUCTURE

- Lower impact office space
- Financially stronger
- Improved governance and control

## PEOPLE AND CULTURE

- Shared values across our agencies, clients and supply chain

# AND WE CONTINUE TO BE RECOGNISED FOR OUR IMPROVEMENTS



**100%**

in the Human Rights Campaign Foundation's Corporate Equality Index

(2019: 85%)

**Leader**

in the Bloomberg Gender Equality Index for the third year in a row

**10<sup>th</sup>**

in the FTSE 100 Rankings for Women on Boards, Hampton-Alexander Review

(2019: 12<sup>th</sup>)

# OUR FOCUS

---

## PEOPLE

- Improve diversity at each level by gender, race, age, disability and sexual orientation
- Build an inclusive culture where people belong and can do their best work

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## PLANET

- Supply chain engagement
- Strengthening Scope 3 carbon data quality

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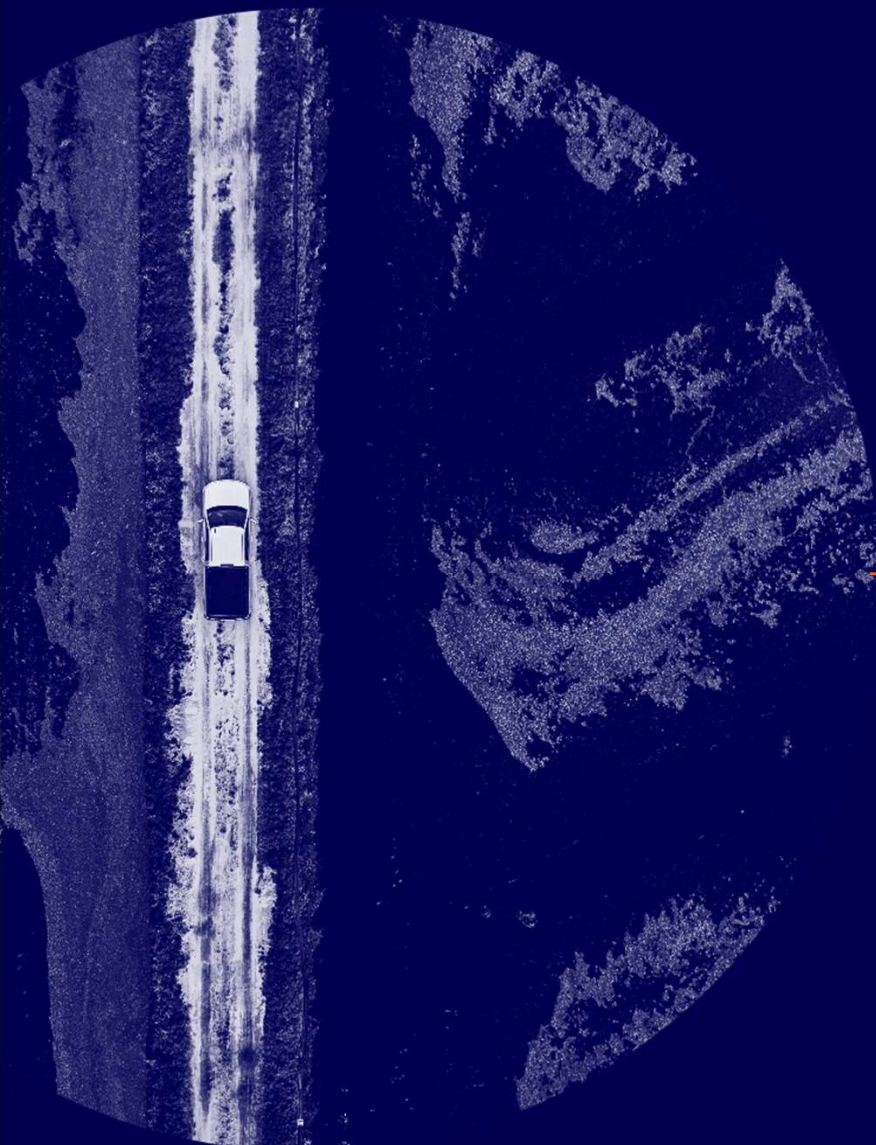
## CLIENTS

- ESG as a client offer
- More diverse teams
- Investing in capability, training and resource
- Marketing ethics, fairness and transparency

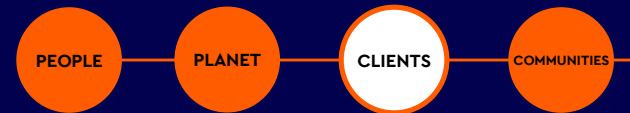
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## COMMUNITIES

- Building global partnerships on the biggest challenges
- Empowering people to pursue their passions



WPP  
CLIENTS





# ESG IS VITAL TO OUR CLIENTS' SUCCESS

**1** Consumers vote  
with their wallets

**95%** say brands resp. for environmental concerns<sup>1</sup>  
And **81%** expect to buy more sustainable products<sup>2</sup>

**2** Talent acquisition  
& employee retention

**83%** are more loyal to a company that prioritises ESG<sup>3</sup>

**3** Drives business growth

Brands perceived with strong ESG grew **2.5x** faster<sup>4</sup>

1. Kantar Sustainable Transformation report, 2020

2. Accenture, 2019

3. Forbes The Cone Communications Millennial Employee Study, 2020

4. Kantar Purpose Report, 2020

# SUSTAINABILITY IS NOW A KEY DECISION FACTOR WHEN CLIENTS CHOOSE PARTNERS

89%

'**diversity** among agency teams is important when deciding who we partner with'

76%

'commitment of agency partners to **ESG** goals is important when deciding who we partner with'

80%

'commitment of agency partners to ESG goals has become **MORE** important when deciding who we partner with'

# CLIENTS CANNOT BUILD MORE SUSTAINABLE FUTURES WITHOUT MARKETING

## STRATEGY

Setting business purpose is inextricably linked with brand and go-to-market decisions

## UNDERSTANDING

Activating purpose requires a deep understanding of people: consumers, employees, investors

## IMPACT

Marketing, communications shift opinion and shift cultures by changing opinion & behaviour

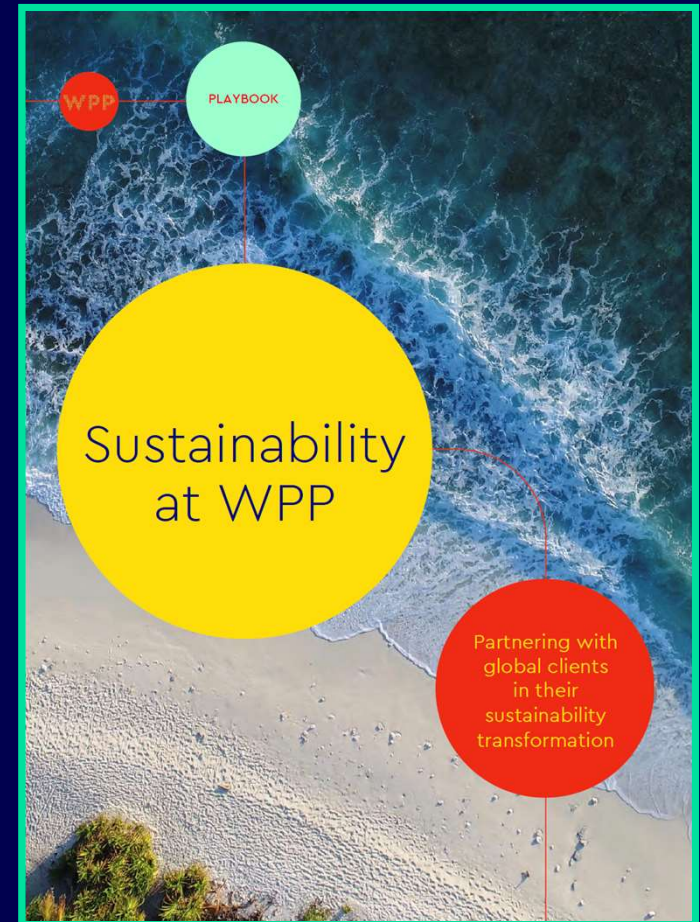
## SCALE

We help clients effectively reach billions of people every day

# WE EQUIP OUR COLLEAGUES & CLIENTS WITH BEST PRACTICES

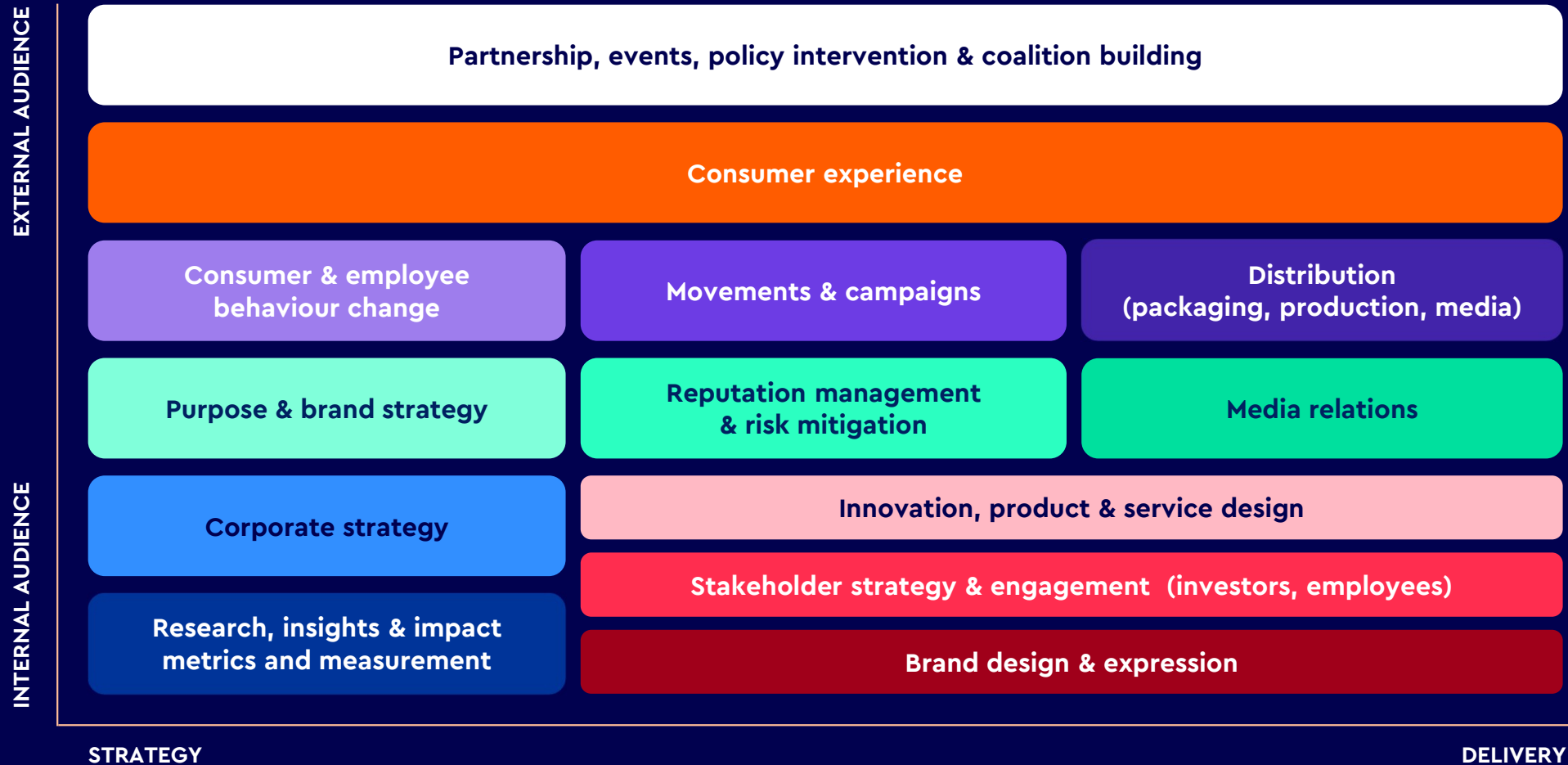


Published January 2021



Published April 2021

# THE SERVICES IN HIGH DEMAND



# IN FACT, DEMAND IS OFF THE SCALE...

**9 of our top 10** global clients work with us in this space

**25%**

of Hogarth production  
produced virtually in 2021  
(2019: 5%)

**25%**

of Superunion sales were  
ESG related in 2020,  
expected to be **30%** by 2022

**100%**

H+K briefs from the US & UK  
now mention ESG

**150%**

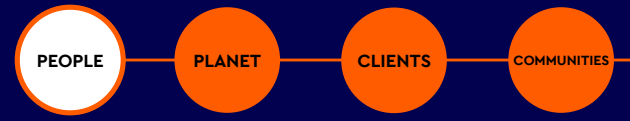
increase in ESG billings  
seen by Cartwright in 2021



**LET'S SEE SOME  
WORK...**



WPP  
PEOPLE





# OUR PEOPLE STRATEGY

## CREATIVE TRANSFORMATION

1

EMPLOYER OF  
CHOICE FOR ALL

2

MODERNISATION  
OF EXPERIENCES

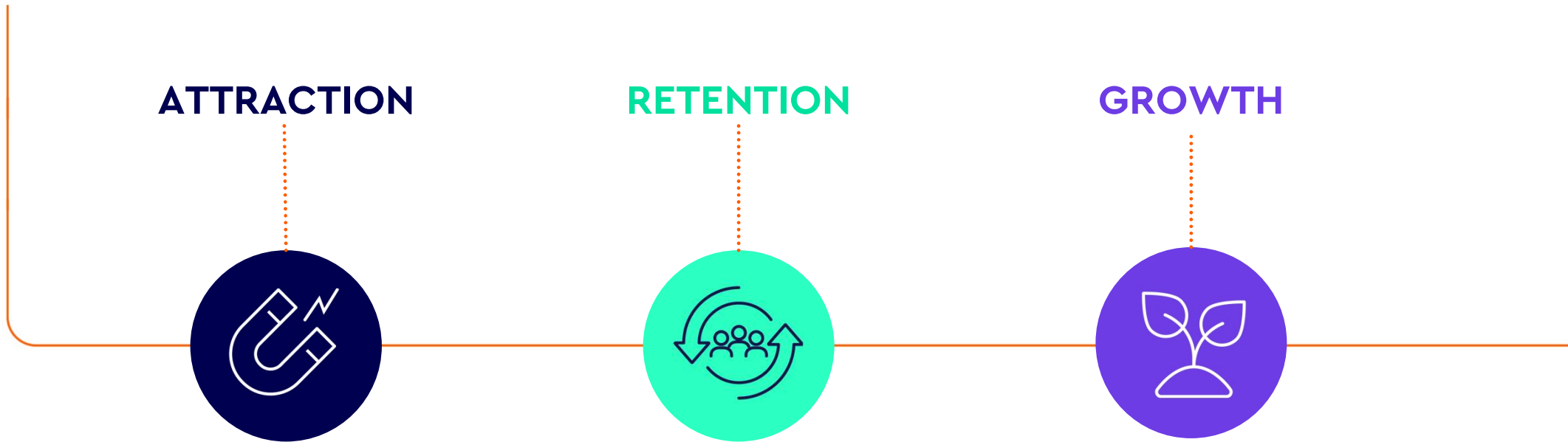
3

GROWTH

TECHNOLOGY & DATA & INSIGHTS

# EMPLOYER OF CHOICE FOR ALL

Celebrating diversity and demonstrating purpose



# WPP NEXT GEN LEADERS

Summer 2021 Cohort

## DEMOGRAPHIC MAKEUP



**1,400**

Total Participants



**> 60%**

Female Participants



**200%**

Increase in Engagement



**>60**

Countries Represented

# WPP LISTENING: GLOBAL PULSE SURVEY

WPP's first quarterly Pulse survey launched in 2021 to measure employees' sense of inclusion and key employee experience metrics

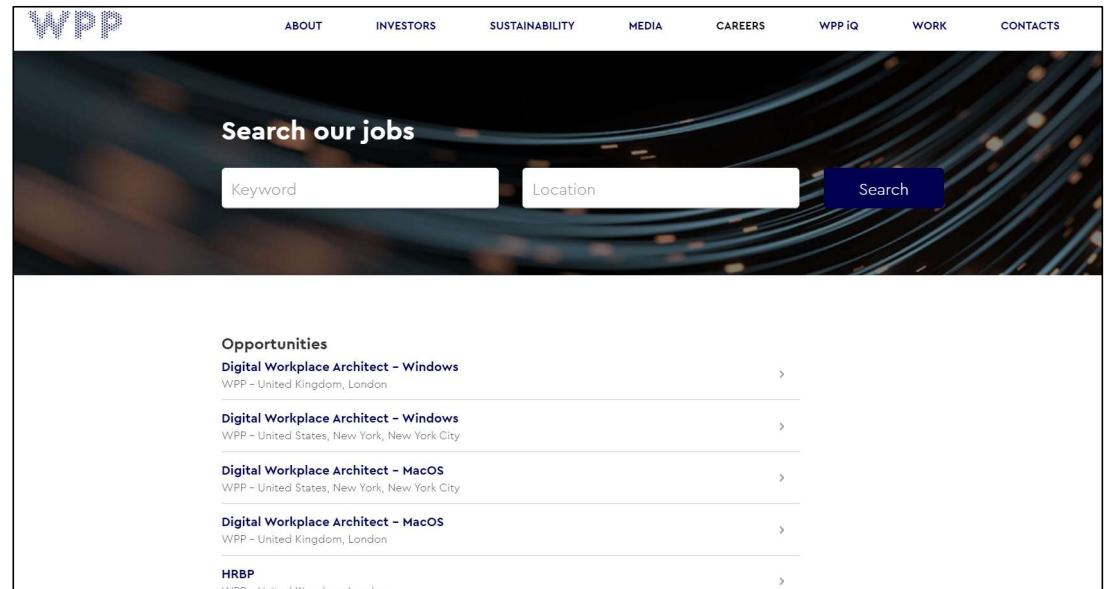
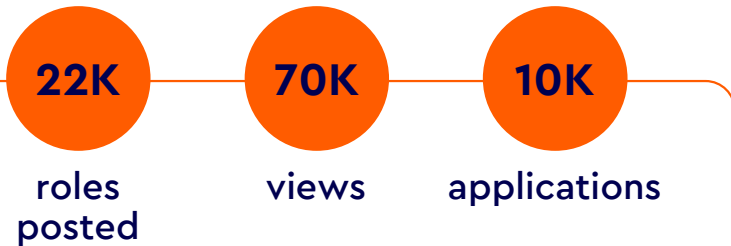
## The Q2 Global Pulse Survey:

- Went out to **109** markets and was translated into **22 languages**
- More than **44,000 participants across 168 agencies**
- **Inclusion Index** is 82% across five largest markets — UK, US, India, Germany and China
- Most **favourable** sentiment is around support for **flexible working**, commitment to an **inclusive work culture**, and the value that WPP places on **diversity**
- Most **opportunity** for improvement is around **total rewards** and **manager feedback**

# WPP CAREER EXPLORER

**WPP Career Explorer** aggregates all jobs across the WPP agency network in one, searchable place — accessible to internal employees and external candidates.

Since the launch of CE earlier this year, there have been:



# INCLUSIVE MANAGER LEARNING

A partnership with Uniworld Group, minority-owned, woman-led strategic WPP partner



**Monique Nelson**  
UniWorld, Chair & CEO



UniWorld Group, Inc. (UWG) is the **longest-standing, full-service, multicultural marketing and advertising agency** in the US and a thought leader in creativity, inclusion and innovation.

UWG brings 51 years of expertise focused on **diverse markets and workplaces around the globe** within the UWG Global Reflections and Inclusive Leadership practice.



**UWG has partnered with TrainUp to deliver a learning experience that leverages technology** to enable and facilitate discussion, feedback, and encourage growth. The experience involves a recurring series of four steps:

1. Context & Community (interactive, real-time virtual session)
2. Online Content (self-paced review & engagement)
3. Action Planning (interactive, real-time virtual session)
4. Discussion & Feedback (self-paced community engagement)

**WPP partners with Google to launch #IamRemarkable**

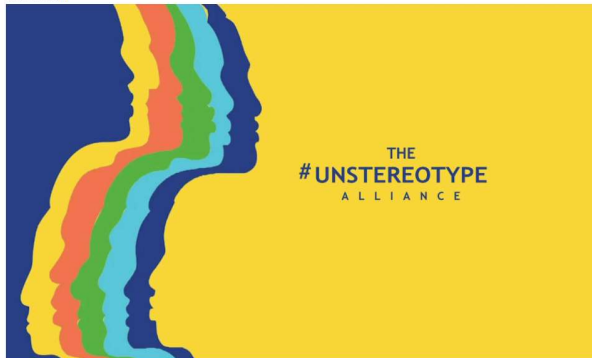
8 MAR 2021



# DEMONSTRATING OUR PURPOSE

**WPP joins Mexico and India chapters of UN Women's Unstereotype Alliance**

31 MAR 2021



**WPP joins the Business Coalition for the Equality Act in the U.S.**

18 MAR 2021



**WPP joins global movement to improve workplace mental health**

13 MAY 2021



# JUNE 2020 RACIAL EQUITY COMMITMENTS

In June 2020, WPP announced a set of commitments and actions to develop and measure a truly **inclusive, diverse and equitable company**

- We are taking **decisive action** on each of the **12 points in the "Call for Change"** open letter to the industry from more than 1,200 Black advertising professionals; completing a foundational review of our hiring, retention, promotion, and development practices; and publishing our racial diversity data
- We've pledged to use our voice to **fight racism** and advance the cause of racial equality in and beyond our industry
- We are investing **\$30 million over three years** to fund anti-racism and inclusion programs within WPP and support external organisations



# WE HAVE MADE GOOD PROGRESS IN DRIVING GENDER EQUALITY

## BOARD AND EXECUTIVE



## SENIOR MANAGERS



## ALL OTHER EMPLOYEES



## TOTAL EMPLOYEES



Female Male

**10<sup>th</sup>**  
 ranking in Hampton-Alexander's FTSE 100 review of Women on Boards in 2020

**43%**  
 female representation on the Board as at 31 December 2020

# OUR WORKFORCE DIVERSITY DATA



## UNITED STATES 2018, 2019 AND 2020 DATA<sup>1,2</sup>

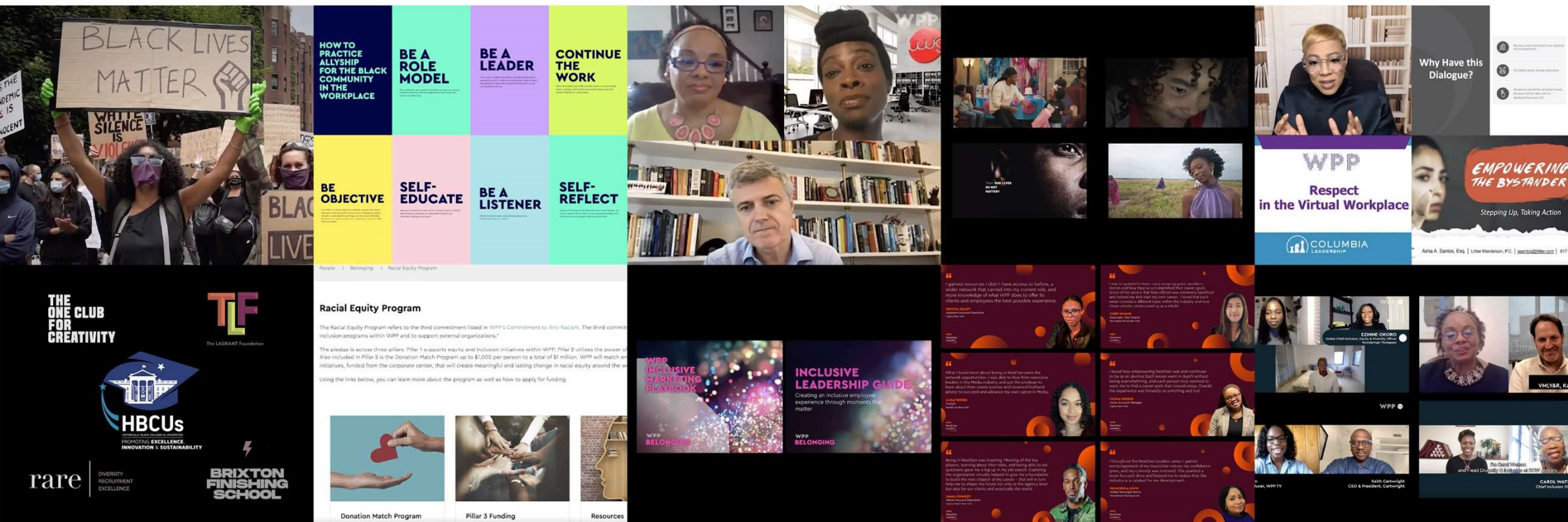
Level	Year	Black or African American	Asian	Hispanic or Latino	White
Senior/Executive Level Managers	2020	3.9%	6.9%	6.4%	80.9%
	2019	2.9%	6.6%	6.4%	82.3%
	2018	2.2%	5.7%	5.8%	85.0%
First/Mid-Level Managers	2020	4.4%	10.6%	9.4%	73.3%
	2019	4.2%	10.6%	9.8%	73.2%
	2018	4.1%	9.9%	9.3%	74.8%
Professionals	2020	6.7%	15.3%	9.3%	65.4%
	2019	6.6%	15.7%	8.9%	65.5%
	2018	6.4%	15.0%	8.7%	67.0%
All Staff	2020	6.5%	12.0%	9.9%	68.9%
	2019	6.4%	12.4%	9.8%	68.7%
	2018	6.2%	11.7%	9.4%	70.2%

## UNITED KINGDOM 2020 DATA<sup>1</sup>

Level	Black	Asian	Mixed	Other ethnic	White
Board Members or Executive Leaders	0.8%	3.8%	2.1%	1.3%	87.2%
Senior Managers	2.4%	5.8%	2.6%	2.6%	79.5%
Other Employees	4.7%	9.1%	2.8%	4.7%	69.2%
All Staff	4.1%	8.2%	2.8%	4.2%	71.9%

1. The US and UK data sets are not directly comparable due to current differences in data collection, differing job level classifications and differences in how full- and part-time employees are captured in employee headcount in each country.
2. Changes in our US data reflect a number of structural changes we have made to our business in the past two years, including significant disposals, as well as employee attrition.

# REFLECTING ON PROGRESS AND LOOKING TO THE FUTURE



# ACCOUNTABILITY

DE&I goals linked to Senior Leaders' bonus compensation schemes

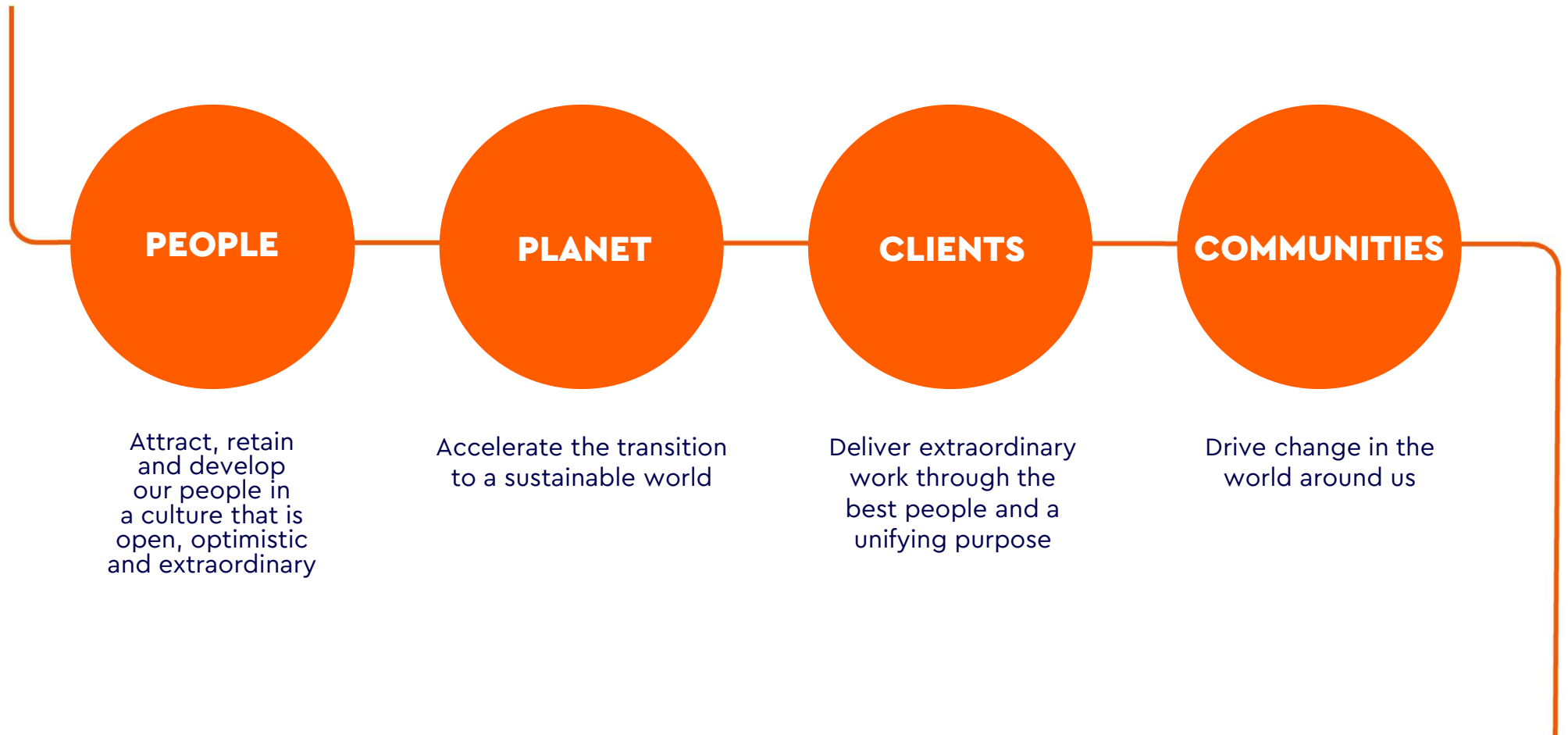
Quarterly reviews with Senior Leaders to measure progress against DE&I goals

Quarterly DE&I updates for all our people



# BUILDING CULTURE THROUGH PURPOSE

Using the power of creativity to build better futures

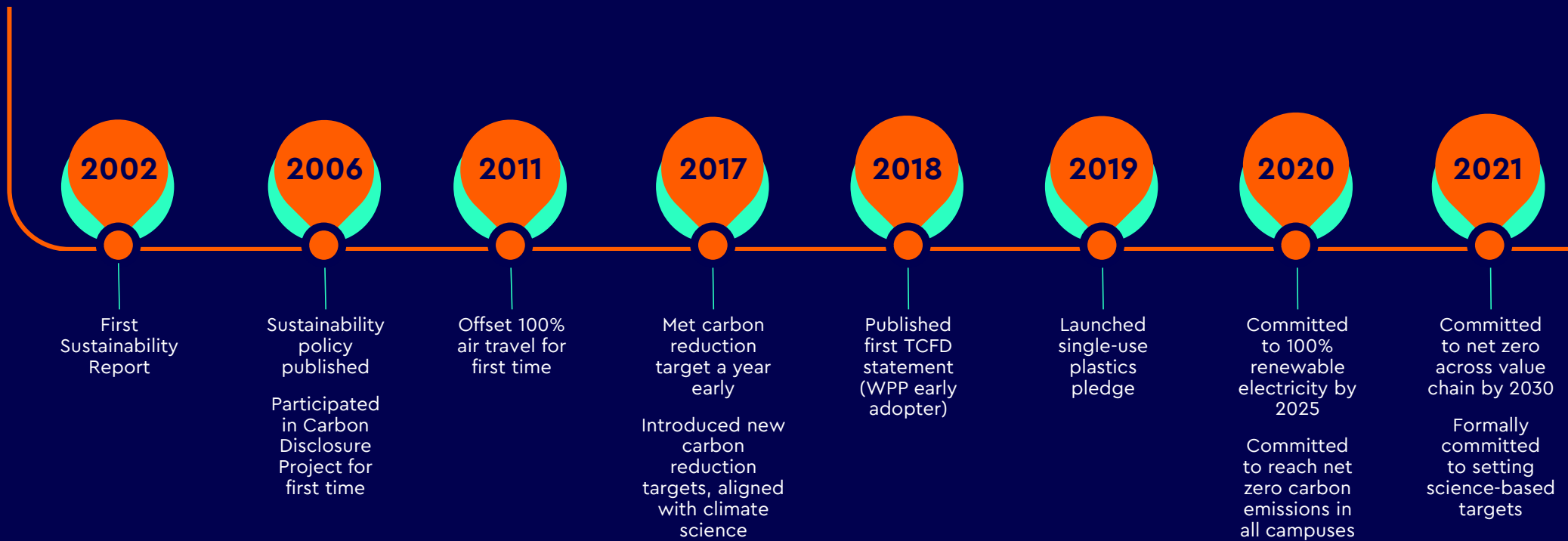




WPP  
PLANET

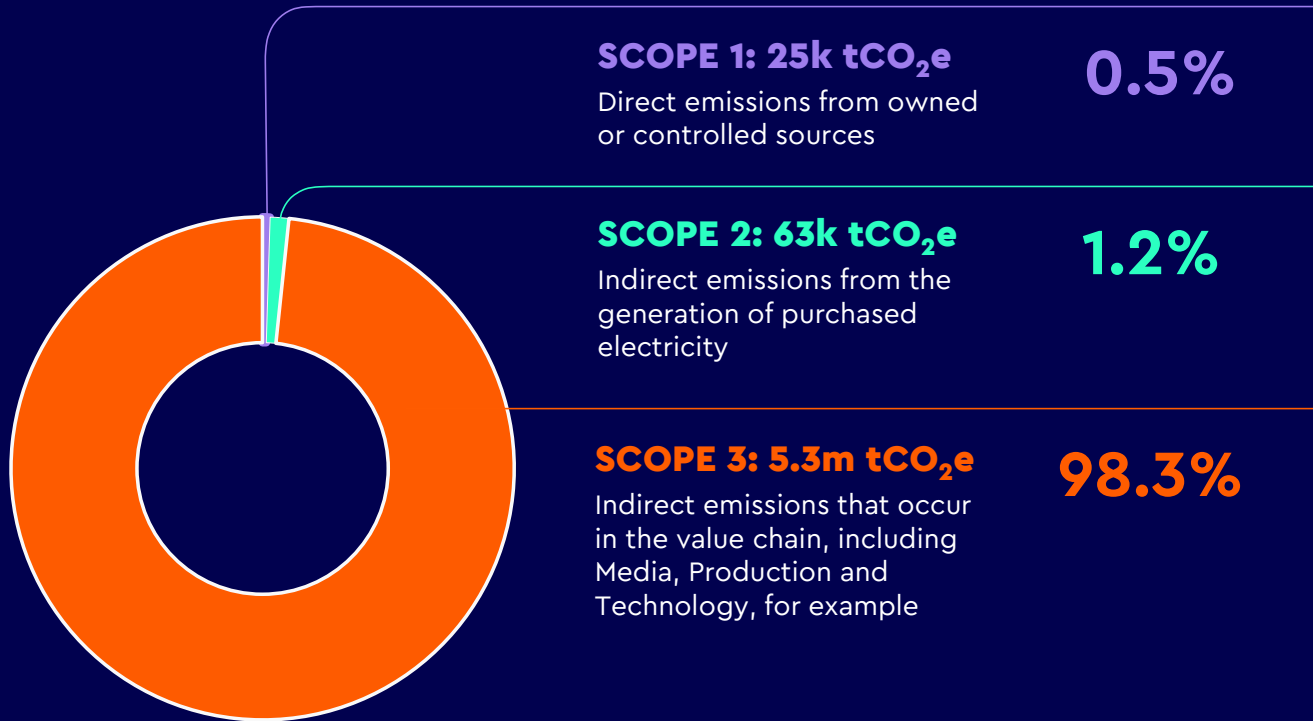


# WE HAVE BEEN DELIVERING ON OUR PLANET AGENDA FOR 15 YEARS



# OUR CARBON FOOTPRINT

**5.4M tCO<sub>2</sub>e**  
**TOTAL**  
**EMISSIONS**

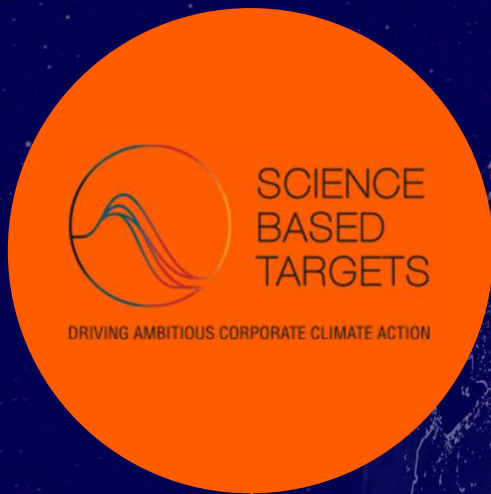






## OUR RESPONSE

WPP will reach Net Zero emissions across our operations by 2025 and across our supply chain by 2030, including emissions from media buying — an industry first.



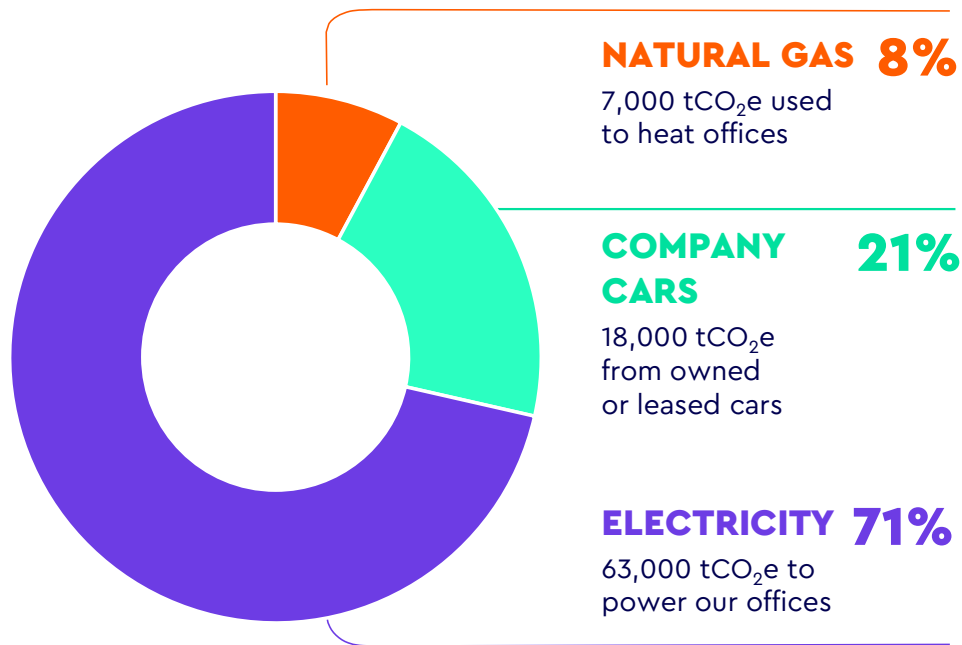
WPP commits to reduce absolute Scope 1 and 2 emissions by at least 84% by 2025 from a 2019 base year.

WPP also commits to reduce absolute Scope 3 emissions by at least 50% by 2030 from a 2019 base year.

Residual emissions will be offset to reach our net zero targets.

# WE WILL REDUCE EMISSIONS ACROSS OUR BUSINESS

## Scopes 1 & 2



N.B. Left graph shows baseline 2019 data; right graph shows reported 2019 and 2020 data with future years showing projected emissions reductions from interventions.

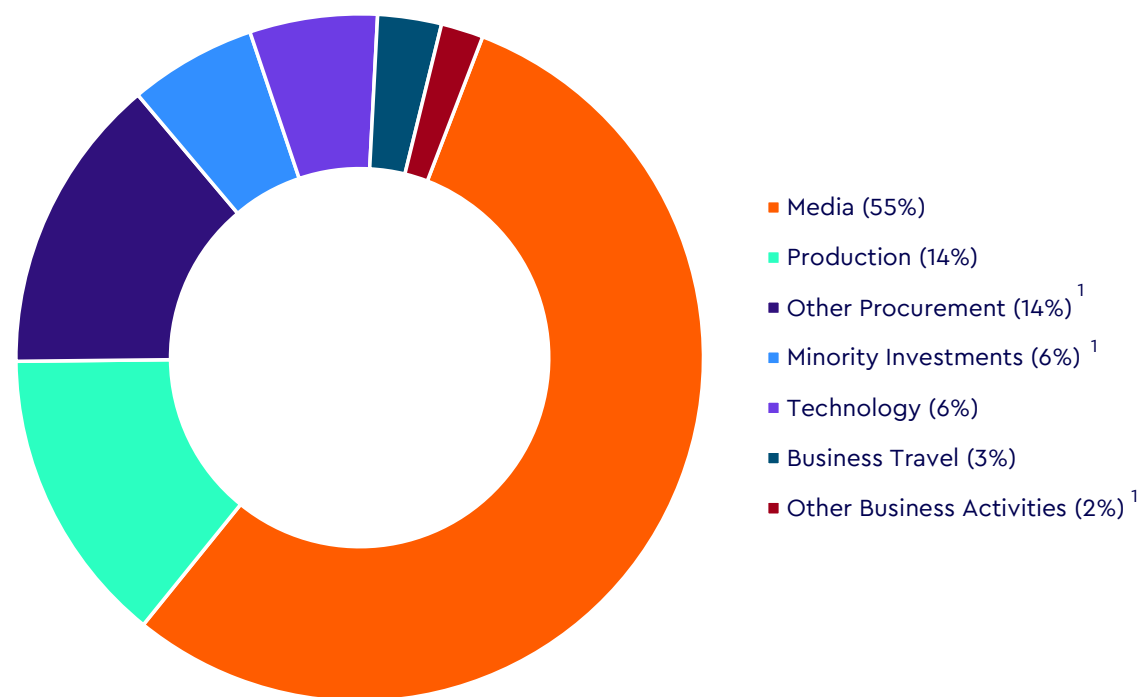
# REDUCING ABSOLUTE SCOPE 3 EMISSIONS BY 50% BY 2030

## Four priority emissions hotspots:

- Media spend (55%)
- Production (14%)
- Technology (6%)
- Business travel (3%)

## To reduce emissions from these sources, WPP will also focus on:

- Procurement and supply chain
- Data quality and carbon accounting for media investment



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

# DRIVING INNOVATION AND DELIVERING COMPETITIVE ADVANTAGE



group*m*



HOGARTH

# EMBEDDED AND COSTED IN OUR WIDER TRANSFORMATION STRATEGY

## CAMPUSES

- 85% of our people in net zero campuses by 2025
- 100% renewable electricity
- Sustainable by design:
  - Climate risk assessment on location
  - Smart sensors
  - Adaptable space, low waste fit-out
- No single-use plastics

## TECHNOLOGY

- Moving 95% of our workloads to public cloud to reduce emissions from storage and computing by 60%
- Smart building and cooling management solutions to reduce campus technology emissions by 28%

## OPERATING MODEL

- Air travel permanently reduced by over 1/3, lowering emissions
- Building efficiencies through local office consolidation
- Sustainable procurement

# SUSTAINABLE PROCUREMENT BY DESIGN

## ENVIRONMENTAL

- **Master supplier data** on a single platform to track our buying impact on the environment; measurement and monitoring across Scope 1, 2 and 3 emissions
- **Sustainability-assessed and rated suppliers** via independent, third party portal

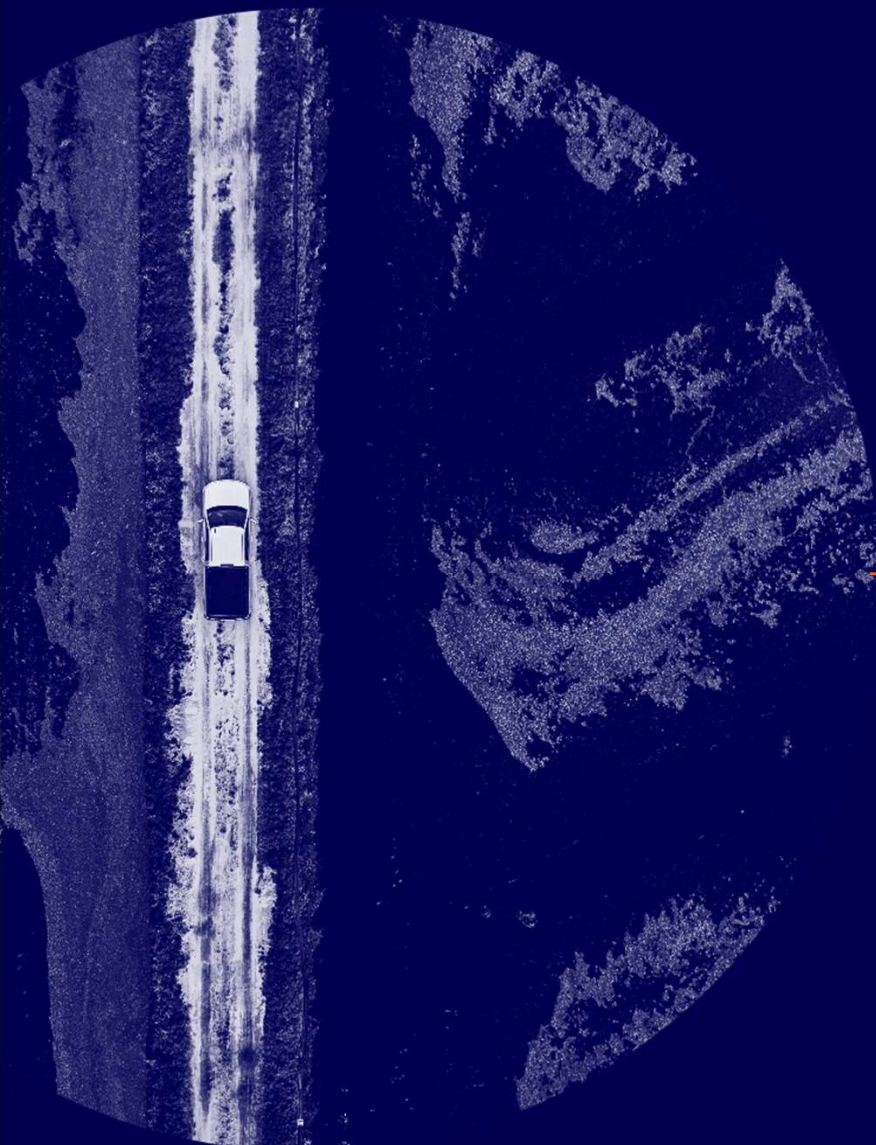
## SOCIAL

- **Fostering diversity** through simpler vetting/onboarding for diverse and smaller suppliers
- Members of the **Global Supplier Diversity Alliance**
- **Co-sponsor of UK Accelerator Programme** backing ~40 certified diverse entrepreneurs to "develop the ethnic minority business of today to become the supplier chain leaders of tomorrow" (MSDUK)

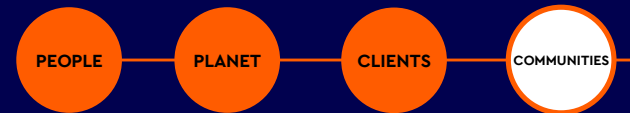
## GOVERNANCE

- **Quicker vetting** through automation and procurement shared services to **maximise agency compliance**
- **Intelligent Risk Management** using a guided buying experience, to focus procurement experts and **identify riskier requests**





# WPP COMMUNITIES





# GLOBAL REACH, LOCAL INSIGHT

**£649M**

wider social impact from  
pro bono work, charitable donations  
and free media space in 2020<sup>1</sup>  
(2019: £291M)

**£12.6M**

pro bono work for clients, including  
UN Women and the World Health  
Organisation  
(2019: £10.6M)

**\$30M**

planned investment over next 3 years to  
fund inclusion programmes within WPP  
and support external organisations

**£59.3M**

free media space negotiated  
on behalf of pro bono clients  
(2019: £18.9M)

1. We have conducted research with Sustain Value to quantify the wider social impact, which includes an estimate of the potential societal impact of the investment made. Refer to pages 61-63 of the WPP Sustainability Report 2020 for detail on methodology and data used.

# GOVERNANCE



# GOVERNANCE

1

FRAMEWORK

2

RISK

3

DATA ETHICS

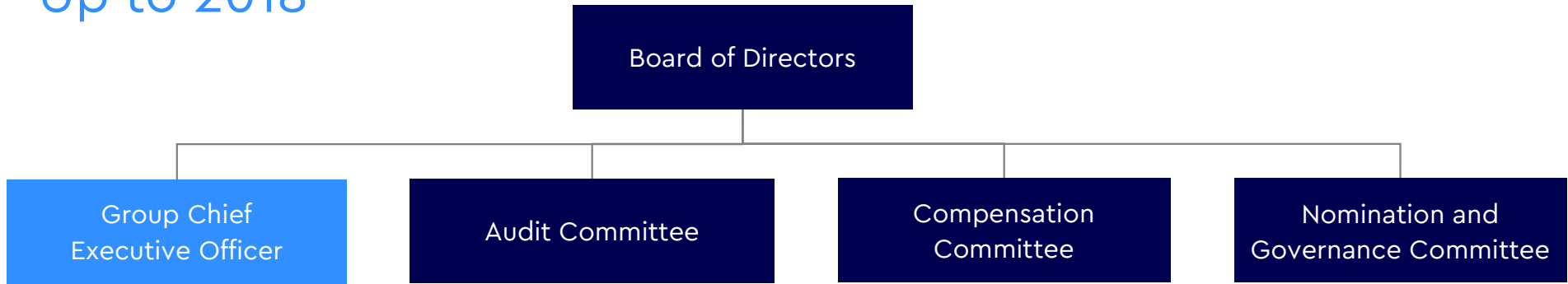
4

INCENTIVES

1

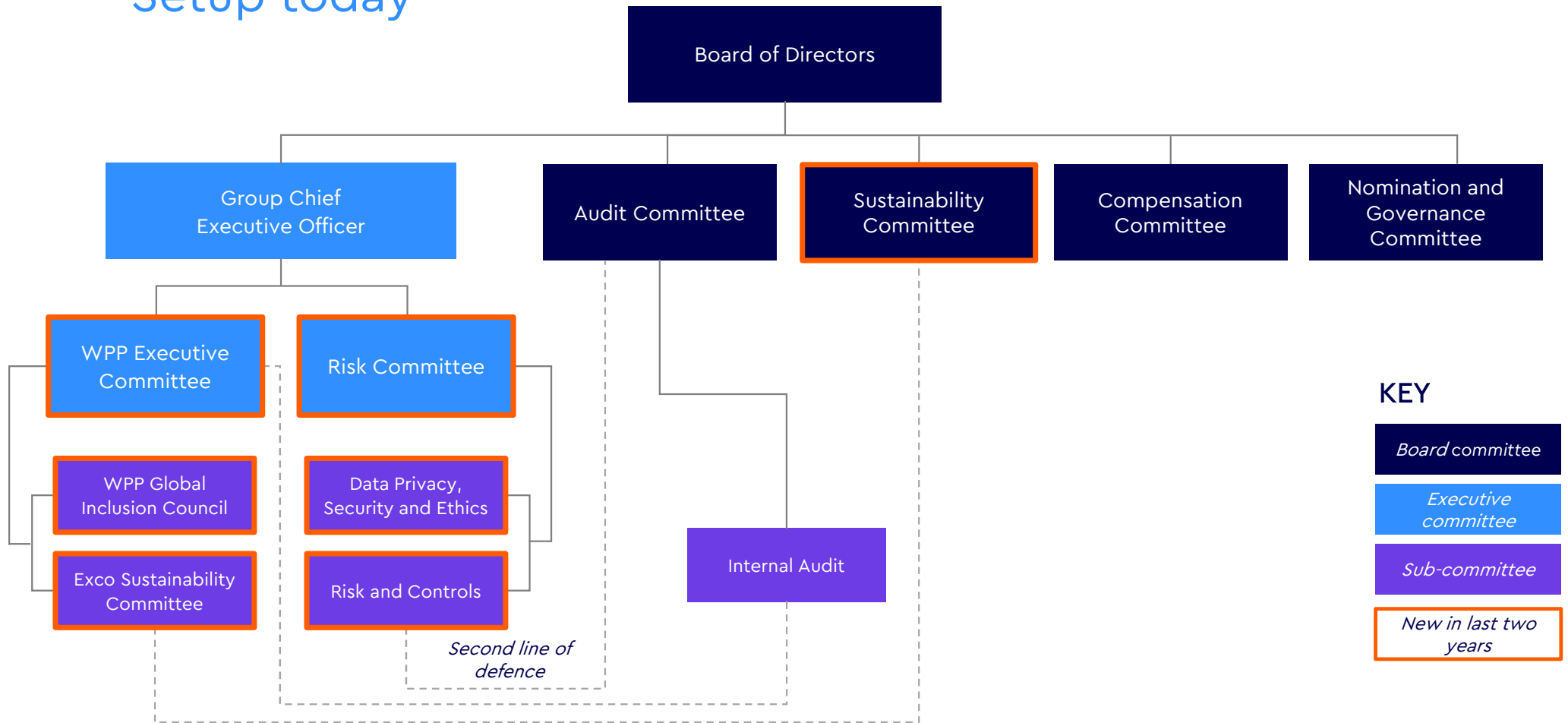
# FRAMEWORK

Up to 2018



# 1 FRAMEWORK

Setup today



# 1

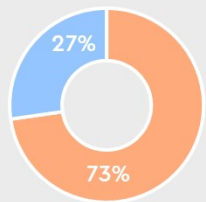
# SUBSTANTIAL BOARD RENEWAL

Broad, deep and relevant expertise

AS AT DECEMBER 2017

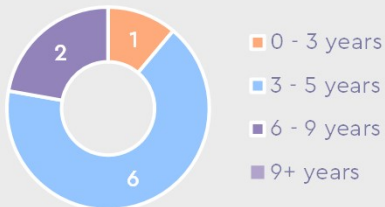
AS AT DECEMBER 2020

BOARD GENDER



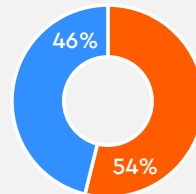
Male Female

NON-EXECUTIVE DIRECTOR TENURE



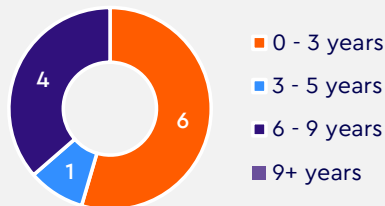
Exceeding Parker Review diversity target

BOARD GENDER



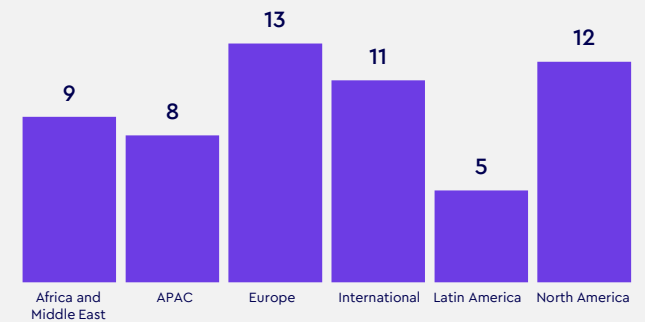
Male Female

NON-EXECUTIVE DIRECTOR TENURE

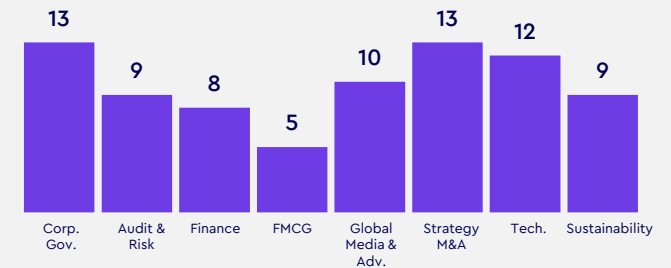


3 new NED appointments in 2020

GEOGRAPHICAL EXPERIENCE



SKILLS



# 1 NEW EXCO ENHANCING COLLABORATION

- **Established in 2019** to make combined, **collaborative decisions**
- Collectively responsible for implementing **strategy**, ensuring consistent execution and embedding WPP's **culture and values**
- **Meet monthly**, with in-depth meetings quarterly
- Made up of 20 **leaders** of WPP's largest agencies and **enhanced corporate functions**
- The committee is **35% women, 15% racially diverse**
- **Incentivised** on WPP level performance

# 1

## SUSTAINABILITY COMMITTEE

WPP amplifying our agencies' sustainability agendas at scale

### MEMBERS

- Established in December 2019
- Chaired by Keith Weed CBE
- Other Board members are Sally Susman, Angela Ahrendts DBE and Jasmine Whitbread
- Attended by CEO, CFO
- Other attendees include the Chief People Officer, Group Corporate Affairs Director, Director of Sustainability, Senior Independent Director and Group Chief Counsel

### ROLE

- Responsible for reviewing and monitoring the Group's **sustainability targets** and commitments
- Assists the Board in oversight of **corporate responsibility** and **reputation matters**
- Reviews **policy statements** on environmental and social matters
- Focused on continual improvement:
  - Sustainability assessment to build **baseline across 21 markets**
  - Developing **practical metrics** to monitor performance and drive progress

### KEY FRAMEWORKS AND REPORTING





## 2 RISK: "THREE LINES OF DEFENCE" MODEL

### 1<sup>ST</sup> LINE: COMPANY REVIEWS

*Functions that own and manage risk, e.g.*

Agency-level committees

### 2<sup>ND</sup> LINE: EXECUTIVE MANAGEMENT REVIEWS

*Functions that oversee or specialise in risk management and business integrity, e.g.*

Risk and Controls Group

Business Integrity

### 3<sup>RD</sup> LINE: INTERNAL AUDIT AND OVERSIGHT

*Functions that provide independent assurance, e.g.*

Internal Audit

Audit Committee

External experts

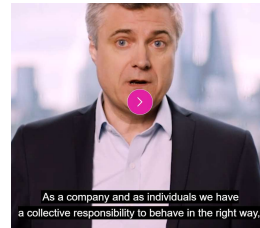
## 2 RISK: DRIVING CULTURAL CHANGE

*"As a company, and as individuals, we have a collective responsibility to behave in the right way towards each other, in our interactions with clients, and within our communities.*

*WPP should be a place where everyone feels they can bring their authentic selves to work, without fear of discrimination or bullying.*

*If we all hold ourselves accountable, together we can foster a culture of openness and integrity throughout WPP."*

Mark Read on the launch of the "How We Behave" training, June 2020



### **"HOW WE BEHAVE" TRAINING**

Mandatory training covering ABC, workplace behaviour, sustainability and data security, fully refreshed in 2020



### **"BELONGING" TRAINING**

Mandatory anti-racism and inclusion training for all our people

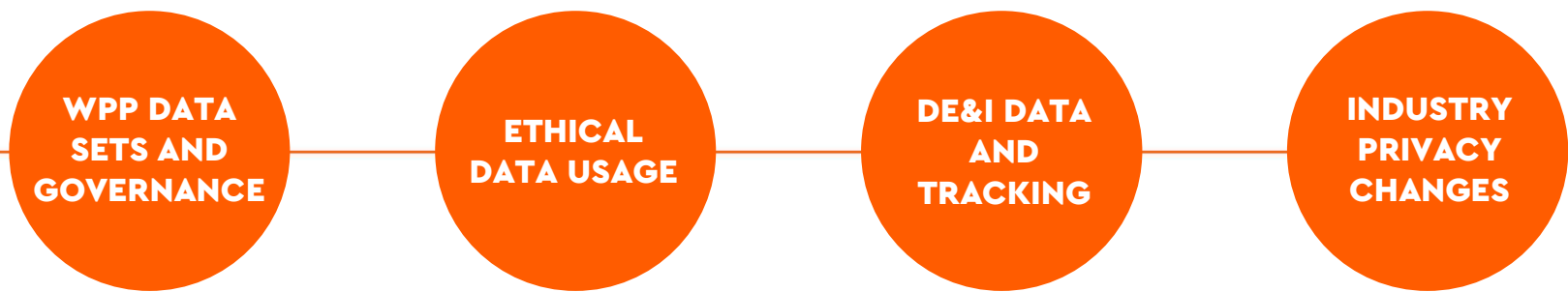


### **RIGHT TO SPEAK**

Hotline available in c.100 countries in local languages. Accounted for 75% of whistleblowing reports in 2020

# 3 DATA ETHICS

Addressing key client issues



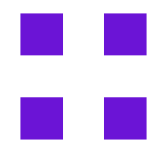
## CLIENT COLLABORATION, EG.

- **Retail client:** Privacy Summit hosted jointly by WPP and client privacy teams with 90 attendees from cross agency and business teams
- **CPG client:** working with industry consortium led by client for measuring DE&I in production

## CHOREOGRAPH



CLIENTS OWN THEIR FIRST-PARTY DATA



WE DON'T USE DATA WE DON'T NEED



WHAT YOU HAVE TODAY, READY FOR TOMORROW

# 4 INCENTIVES: ALIGNING MANAGEMENT WITH SHAREHOLDERS

## RETAINING KEY PEOPLE, DRIVING COLLABORATION

- **1,600** key executives awarded WPP Stock Plan. Awards vest three years after grant
- **42,000+** employees eligible for WPP share option plans (2019: 38,000+)
- Agency leads now partly remunerated on **WPP performance**

## ESG MEASURES

- **Diversity, equity and inclusion goals** included in incentive plans for senior executives for the first time in 2021
- **Carbon reduction targets** in incentive plans for Executive Directors from 2021
- CFO and CEO 2021 STIP includes **plastic targets**

## REDUCED MAXIMUM AWARD FOR DIRECTORS AND CLEARER ALIGNMENT WITH OWNERS

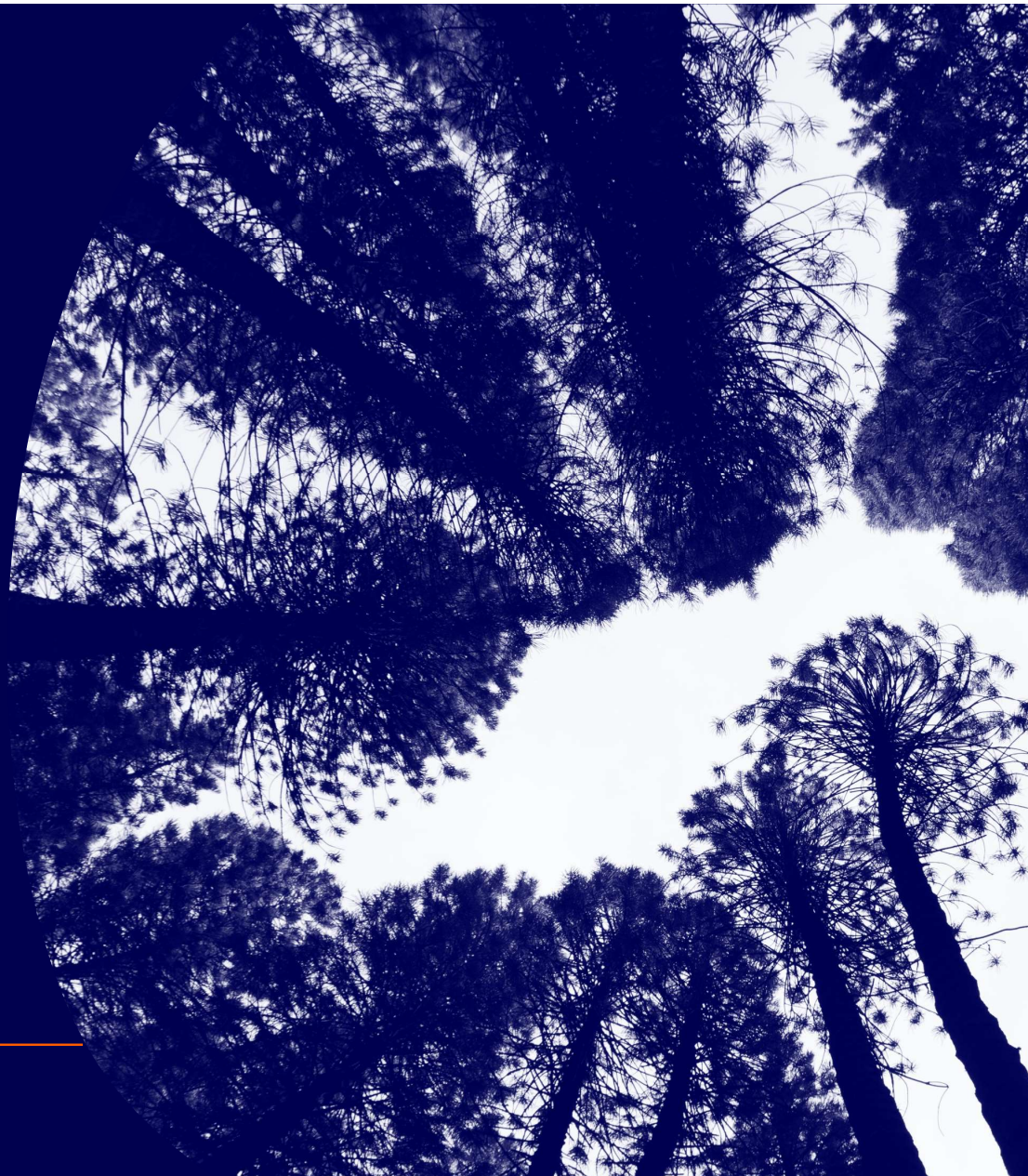
	2017	2020 onwards
<b>Measured by</b>	EPS, ROE, Relative TSR	1/3 ROIC, 1/3, Adjusted FCF, 1/3 Relative TSR
<b>Maximum opportunity<sup>1</sup></b>	975%	400%
<b>Normal award levels<sup>1</sup></b>	CEO: 600%, CFO: 300%	CEO: 350%, CFO: 300%
<b>Performance period</b>	5 years	3 years with 2 year holding period
<b>Shareholding requirement<sup>1</sup></b>	CEO: 600%, CFO: 300%	CEO: 600%, CFO: 300%

1. As a % of base salary

# SUMMARY

- Critical topic for our people, clients, shareholders and other stakeholders
- Area of opportunity for differentiation and growth
- Integrated ESG strategy supported by rigorous governance
- Ongoing reporting and disclosure

# Q&A



**THANK YOU**

