

# A STRONGER OFFER FOR OUR CLIENTS



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

## WHO'S IN CHARGE?

Our agencies and client leads oversee our work with clients on sustainability. Our Group Chief Counsel oversees our approach to ethics and compliance. The WPP Executive Committee sustainability working group, established in 2019, provides additional oversight and guidance on any ethical issues that may arise.

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

## HOW ARE WE DOING?

### DIVERSITY REVIEW PANEL

established to escalate concerns around potentially offensive or culturally insensitive work.

### INCLUSIVE MARKETING

Playbook launched to put inclusive marketing principles and best practice at the heart of our work.

### GLOBAL PARTNERSHIP

with SuperAwesome to promote child safety while engaging with online content.

## IN THIS SECTION

### WORK WITH IMPACT

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

### COMPLIANCE WITH MARKETING STANDARDS

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

### ETHICAL DECISIONS IN OUR WORK

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

## COURAGE IS BEAUTIFUL

**AGENCY**  
OGILVY LONDON & TORONTO

**CLIENT**  
DOVE (UNILEVER)

In times of crisis, beauty isn't how you look, but what you do. And during the pandemic, frontline workers have epitomised this beauty, reminding us there is no greater expression of yourself than the qualities of selflessness and bravery.

We have all seen striking images of nurses, doctors and other health professionals, their faces bruised by protective masks after long, exhausting shifts caring for Covid-19 patients.

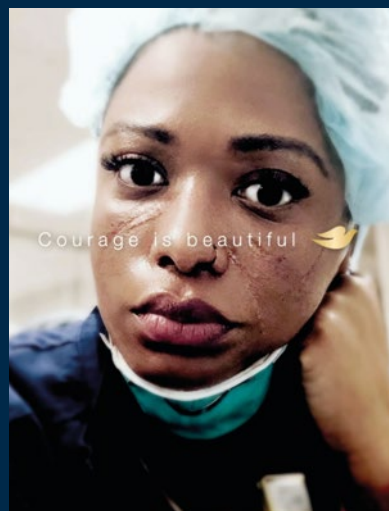
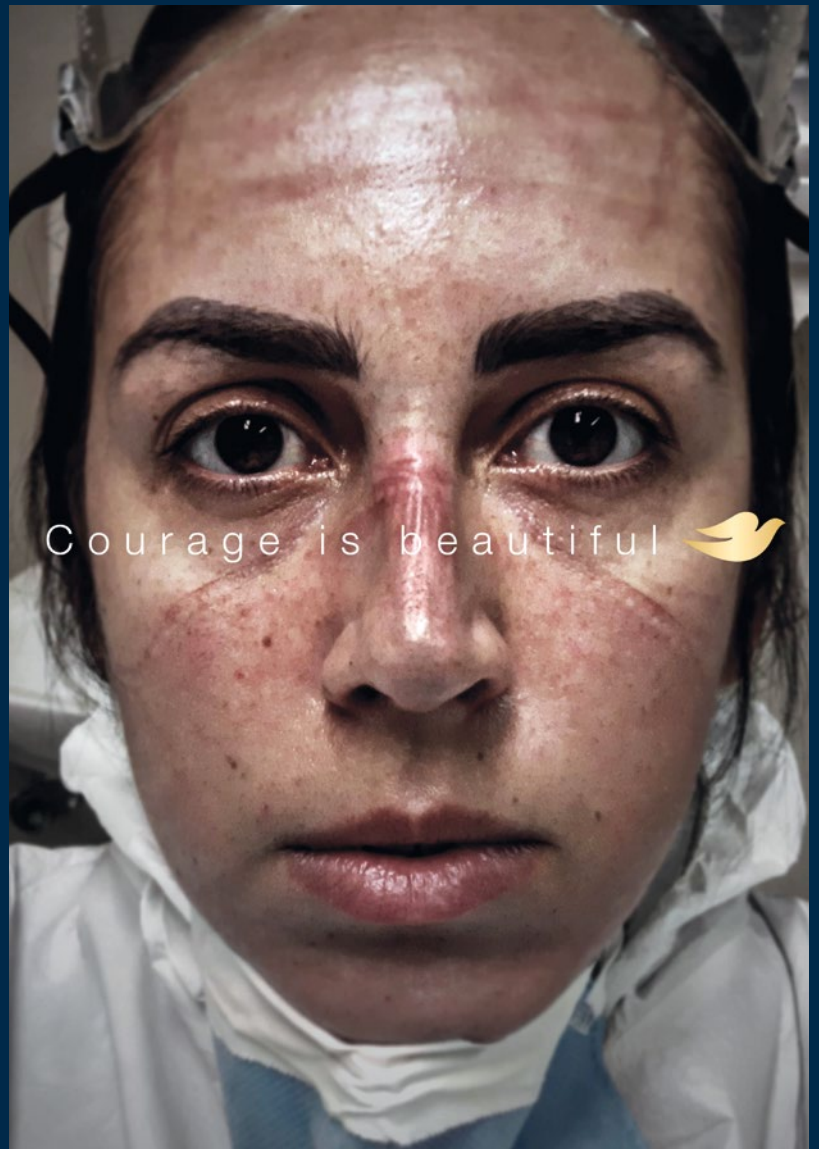
Dove, which has challenged conventional notions of beauty for the last 15 years through its advertising, decided to honour the sacrifice and courage these images represent.

Ogilvy's challenge was to create a campaign that was true to Dove's brand purpose and deeply respectful of the healthcare workers shown. The team featured their powerful portraits in digital out-of-home media and films, thanking them directly and showing that Courage is Beautiful.

Launched in North America before rolling out across 15 countries, the campaign was covered by CNN, *The New York Times*, CBS, NBC and countless other media outlets, touching the hearts of millions and celebrating the extraordinary efforts of frontline workers around the world.

**2bn**  
earned media  
impressions

**360,000**  
hashtag mentions on  
Twitter on the first day



## PUTTING SUSTAINABILITY AT THE HEART OF OUR OFFER FOR CLIENTS

The work we do has the power to shift opinion and change behaviour, supporting our clients to transition to a sustainable world.

### WORK WITH IMPACT

Consumers continue to expect more from companies, and in 2020 brands perceived as having a high positive impact on society grew at 2.5 times the rate of others<sup>1</sup>.

We are working closely with clients as they embrace sustainability and endeavour to live up to their purpose. While challenging, today's landscape also offers major opportunities to create new markets for more sustainable products and services.

Companies are responding. Corporate commitments to net zero more than doubled in 2020 as companies prioritise climate action in their recovery from the Covid-19 pandemic.

The breadth and depth of our expertise means we can offer clients the latest technology alongside the creativity and sustainability

expertise needed to inspire consumers and help shift behaviour to more sustainable norms.

Recognising our clients' growing focus on sustainable products and practices, we continue to strengthen our offer to ensure we can provide our clients with the best support and the expertise they need to deliver against their own sustainability ambitions. For example, in 2020 we became a founding member of AdGreen – alongside clients and partners including Google, Sky and Unilever – an initiative to unite the advertising industry to eliminate the negative environmental impacts of production (see page 33).

During the year, we established a Diversity Review Panel to provide a forum to escalate concerns around potentially offensive or culturally insensitive work and receive guidance and advice designed to ensure

those concerns are appropriately addressed. We also launched a community private marketplace (PMP) to financially support Black journalism and community voices (see case study, page 40). To train and equip our client leads for the complexity of this issue, our new Inclusive Marketing Playbook and resource library codifies inclusive marketing principles and best practice for communications, marketing and new business projects. In 2021 we will also launch a Sustainability Playbook.

<sup>1</sup> Kantar Purpose 2020 Report.

**64%**  
of our top 50 clients have committed to setting science-based carbon reduction targets

### AREA OF EXPERTISE

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

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

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

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

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

### EXAMPLES IN THIS REPORT

Read how Wunderman Thompson helped Avon highlight the challenges faced by female athletes in Brazil on page 27.

Read how Superunion helped Notpla with its mission to make plastic disappear on page 36.

Read how AKQA helped Studio Olafur Eliasson amplify children's views of the future wellbeing of the planet through an interactive, augmented reality artwork on page 48.

Read how VMLY&R helped Colgate launch India's first online dental consultation platform to connect users to nearby dentists during lockdown when they would otherwise have little or no access to dental care on page 50.

Read how Ogilvy helped RIT Foundation challenge the law on marital rape in India on page 44.

Read how Ogilvy Consulting continues to help WildAid to save the elephant by stopping the ivory trade on page 46.

Read how AKQA helped H&M create Loop, the world's first in-store garment-to-garment recycling system on page 29.

Read how Grey helped Itaú, the largest private bank in Latin America, create a revolutionary pension delivery system for its elderly clients, so they could access their money and stay home during the Covid-19 pandemic on page 50.

Read how Ogilvy helped Dove honour the courage and sacrifice of healthcare workers during the Covid-19 pandemic on page 38.

Read how VMLY&R helped Starbucks transform a local Starbucks into a registry office to help trans people have their names legally changed on official documents on page 14.

Read how Mindshare helped Kimberly-Clark support Black journalism and community voices on page 40.

Read how Wunderman Thompson helped the United Nations Office for the Coordination of Humanitarian Affairs mark World Humanitarian Day by celebrating the real life heroes doing extraordinary things to help others on page 55.



## U BY KOTEX®

AGENCY  
**MINDSHARE NEW YORK**

CLIENT  
**KIMBERLY-CLARK**

Today's advertisers have thousands of words and phrases on keyword exclusion lists, which tell automated digital advertising models not to place a brand's messages alongside content that is inappropriate or does not align with their values.

An unintended consequence is that important news stories and underrepresented communities can be excluded. Words like "dope" or "bomb", for example, can be incorrectly flagged as relating to drugs or violence, even though they are everyday jargon in Black culture – meaning that content brands may want to support is blocked, publishers lose out on revenue, and Black voices are, in effect, censored.

To address the problem, Mindshare launched a Black community private marketplace (PMP) to financially support Black journalism and community voices – with U by Kotex®, a brand that stands for championing women's progress, as the launch partner. The agency curated a list of Black publishers, content creators and artists for the PMP, which features everything from partners such as Pod Digital (the first Black-owned and curated podcast network) to a deal with Zefr that brings in over 150 Black YouTube creators.

It was the second in a series of "Inclusion PMPs" launched by the agency to help underrepresented communities in journalism; the first was a LGBTQ PMP launched in February 2020.



**22%**  
efficiency saving  
on expected cost  
per thousand  
impressions

**5%**  
brand awareness  
increase



## CHANGE THE BRIEF

### AGENCY MINDSHARE

Mindshare launched an industry-wide platform, #ChangeTheBrief, in November 2019, to promote sustainable lifestyles in all media and advertising content and communications. Agencies that support #ChangeTheBrief commit to creating work which answers the "Now" brief, to help clients sell their products, but also the "Future" brief, to encourage the attitudes, lifestyles and behaviours which are consistent with the transition to a carbon-free world.

For example, Mindshare worked with Unilever's Comfort to engage their Gen Z target audience on the importance of extending clothing's longevity to reduce clothing waste. In partnership with Cosmopolitan, Elle and Oxfam, Mindshare set up a pop-up swap shop (pictured) in Soho, London that invited people to swap their unwanted clothes and ran sessions to educate younger people on sustainability and the benefits of making sure their clothes last longer.

Mindshare has changed the brief more than 50 times across nine countries and with clients including General Mills, Graze, Nespresso, Unilever, and Volvo.



50+  
briefs changed

9  
countries



300  
members (one third  
of Landor & FITCH)

17  
countries

## THE GOOD SQUAD

### AGENCY LANDOR & FITCH

Landor & FITCH helps clients transform their brands in service of their business goals. Increasingly, sustainability forms a central role in that transformation as "good" brands are not only good for people and planet, but they are also good for business.

To help stay at the forefront of brand-led sustainability, Landor & FITCH launched "The Good Squad": a global community of creative problem-solvers, a think-and-act tank, a breeding ground for brand-led sustainable solutions. As part of the agency's global commitment to use 10% of its time on learning and development, The Good Squad focuses on learning, sharing, inspiring and doing good in the sustainability space, encouraging employees to innovate brand solutions with sustainability at their heart. To date, a third of the company, across 17 markets, forms this community. The group has helped the agency create Good Brands, Good Packs, Good Spaces and Good Initiatives, both for its clients and for NGOs.

"The Good Squad is on the leading edge of the ways in which Landor & FITCH is evolving and adapting and growing, and that's really exciting."  
- Carrie Shirley, Good Squad member

## COMPLIANCE WITH MARKETING STANDARDS

Marketing is powerful – it can change attitudes and behaviour. It is critical that we apply high ethical standards to our work to ensure those changes are for the better. All the content we produce for clients has to meet rigorous standards and we will not undertake work which is intended or designed to mislead or deceive. This is covered in our Code of Conduct. We work hard to maintain high standards and strong compliance in areas such as ethics, human rights, privacy and data security.

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

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

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

Our approach to limiting risk and improving trust and quality in the digital supply chain is multi-layered involving our trading, operational, technical, legal and industry engagement teams. We take a zero-tolerance approach to advertising placed adjacent to harmful content, in pirated content environments or on fraudulent or non-viewable placements but we recognise that zero tolerance does not always equal zero risk. That is why we apply a consultative approach to brand safety and brand suitability. We believe clients should be fully aware of the strategic, implementation and tactical implications of managing brand safety across all buying methods and media channels.

## ETHICAL DECISIONS IN OUR WORK

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

Before our people can accept potentially sensitive work, they must refer the decision to the most senior person in the relevant office and then to the most senior WPP executive in the country concerned, who will decide if further referral to a global WPP executive is required. This referral process is covered in our How We Behave online training, which all staff (including freelancers working for more than four weeks) are required to complete annually.

**i See page 51 for more details about our How We Behave training**

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

Each of our networks 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 page 5).

### SAFELY REACHING EMERGING ONLINE AUDIENCES

The Covid-19 pandemic has accelerated trends in how people consume media. We are helping our clients safely reach emerging online audiences.

Covid-19 restrictions have seen children spending 50% more time on screens<sup>1</sup>. As part of our commitment to ensure children's safety while engaging with content online, WPP launched a partnership with SuperAwesome, the leading kidtech platform, to give our people and clients access to training, industry-leading strategies and the latest privacy-by-design technology for the under-16 digital media space.

During the pandemic, a third of consumers subscribed to a video or a cloud gaming service or watched esports for the first time<sup>2</sup>. We are working with adtech startup, Anzu, to help bring commonly accepted and widely applied digital advertising standards to fast-growing esports and gaming audiences. Applying standards from ad viewability to fraud detection and privacy protection will help brands reach the estimated three billion gamers worldwide and create new revenue streams for developers to help support a wider gaming ecosystem.

<sup>1</sup> SuperAwesome's survey of 6-16 year olds in the United States, March 2020, asked 667 kids how much more time spent on a digital device now compared to before the coronavirus pandemic.

<sup>2</sup> Deloitte 2020 digital media trends survey.