

# PEOPLE



We foster an inclusive culture across WPP: one that is equitable, tolerant and respectful of diverse thoughts and individual expression.

## WHO'S IN CHARGE?

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

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

## HOW ARE WE DOING?

40%

women in executive leadership (2019: 37%).

51%

women in senior management (2019: 50%).

28

CEO virtual townhalls in 2020, with over 39,000 total participants, part of a series of new channels to connect with our people.

## IN THIS SECTION

### OUR PEOPLE ARE OUR COMPANY

Overview of our values and how our people strategy is critical to our success.

### REWARD AND REMUNERATION

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

### SKILLS, TRAINING AND DEVELOPMENT

Creating opportunities for our people to learn and develop.

### DIVERSITY, EQUITY AND INCLUSION

Increasing diversity and creating equitable, inclusive, values-led workplaces.

Includes gender and ethnicity diversity data.

### EMPLOYEE LISTENING AND ENGAGEMENT

How we listen to, and engage with, our people.

### LABOUR RELATIONS

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

### HEALTH, SAFETY AND WELLBEING

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

# I AM

AGENCY  
VMLY&R BRAZIL

CLIENT  
STARBUCKS

In Brazil, trans people often suffer prejudice when they don't have their new names on official documents. The process for legally changing names is expensive and bureaucratic, and the registry offices where it happens are intimidating environments for this community.

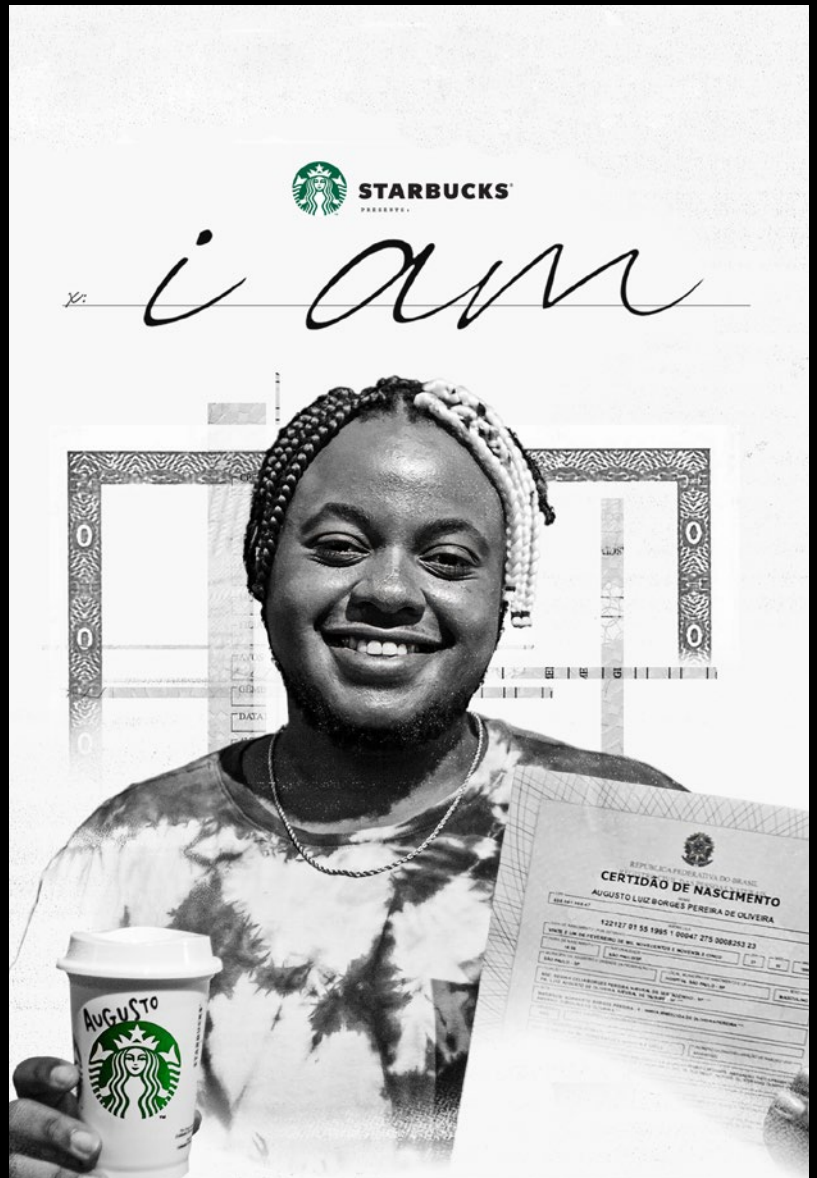
At Starbucks, anyone who orders a drink at the counter has their name respected and written on the cup without question.

So, VMLY&R decided to invite trans people to have their names legally changed in a place where they are always welcome. The agency transformed a local Starbucks into a registry office, and participants were able to leave the store with official documents in their new names - free of charge.

The result was a seven-times increase in daily legal name changes for the city of São Paulo.

## Winner

Grand Prix El Ojo 2020



## OUR PEOPLE ARE OUR COMPANY

At WPP we know that our people are our Company. As we transform and help our clients to do the same, we need three key attributes: a clear purpose; a set of values that guide us; and a strong strategy for growth. All three come together in our people.

Our core values inform how we work, who we hire and the way we operate as a business. We foster an inclusive culture across WPP, one that is equitable, tolerant and respectful of diverse thoughts and individual expression. We aim to create a work experience where people are **open** to new ideas; **optimistic** about the future; and empowered to do **extraordinary** work.

Our people strategy is central to WPP's vision as a creative transformation company. At its heart is our goal to attract, retain and grow the most talented, creative and inspired people on the planet, those who are drawn to WPP by our purpose of building better futures. The strategy is based on three key pillars: being the employer of choice for all, modernisation of experiences and growth.

**i** Read more about our People strategy in our Annual Report 2020, pages 46-49

**"OUR GOAL IS TO ATTRACT, RETAIN AND GROW THE MOST TALENTED, CREATIVE AND INSPIRED PEOPLE ON THE PLANET."**

Jacqui Canney  
Chief People Officer



## 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.

Not all markets offer identical benefits, but they typically include retirement savings plans, health and wellness programmes, employee assistance schemes and life assurance. Many of our people also join our performance-based incentive plans.

Senior people may participate in share-based incentive plans that align their reward with that of our shareholders. WPP has operated worldwide stock option plans since 1997 and made grants to more than 42,000 eligible employees in 2021. Since 1997, approximately 197,000 employees have been granted over 100 million shares.

Executive pay is set in accordance with our Directors' Compensation Policy and the UK Corporate Governance Code. The Policy is designed to attract and retain the best available talent by incentivising Directors to develop their skills and their teams, and so deliver excellent client service and sustainable shareholder returns.

For the first time, from 2021 we have included diversity, equity and inclusion goals in our incentive plans for senior executives.

**i** Find information about the CEO pay ratio in our Annual Report 2020, page 154

**42,000+**  
employees eligible for  
WPP stock option plans  
(2019: 38,000+)

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

## SKILLS, TRAINING AND DEVELOPMENT

Talent is the life-force of WPP. When we ask our people what they want, opportunities to grow and learn rank near the top. That is why we invest in new hires, training and skills development, to help us compete and to grow our people, teams and business.

By investing in training and development, we strengthen our creative, technical and leadership skills – including the skills needed to advise our clients on sustainability. Providing our people with opportunities for training and for professional and personal development also helps keep them engaged in their work and with the Company.

We spent £19.7 million on training in 2020 (2019: £29.6 million) with 77% of our people taking part in formal training programmes. With 95% of employees working from home at the peak of the Covid-19 pandemic, we have moved our training online. Our people can access online courses through LinkedIn Learning, which provides access to thousands of courses via desktop or mobile devices.

Development needs are assessed during a formal appraisal process. In 2020, 89% of our people had a formal appraisal at least once a year (2019: 86%), including 360-degree appraisals for 69% of employees (2019: 65%).

During 2020 we continued to work with our leading technology partners such as Adobe, Amazon, Google, Microsoft and Salesforce to enhance our technical expertise and gained over 21,000 accreditations and certifications.

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

This year, we are increasing our investment in development programmes to hone the skills and capabilities we need to transform and deliver on our business strategy. We are investing more in leadership development programmes for women, people from underrepresented ethnic groups and the next generation of leaders, because our growth depends on effective, diverse leadership for many years to come.

And we have launched our new Career Explorer platform, which will provide greater transparency into job openings so current and prospective employees have access to more career paths across WPP.

We plan to invest an additional £150 million annually by 2025 in our people. This will be targeted at increasing talent and skills in the fast-growth areas of the industry – such as experience, commerce and technology – and boosting our capabilities in AI and machine learning.

The goals are simple: strengthen skills that unlock better client relationships and results, make it easier for our people to move around our agencies, and ensure more opportunities for growth are open to all our people.

### INTERNSHIPS AND APPRENTICESHIPS

Internships and apprenticeships provide young people with valuable experience and WPP with access to an additional talent pool. All our internships and apprenticeships are paid positions that are accessible to people from all backgrounds. Many of our internships are designed to attract diverse candidates. In 2020, the Company offered 7,190 paid internships and apprenticeships (2019: 11,000) in 56 countries, primarily in Brazil, China, Germany, South Africa and the United States.

[Read more about our NextGen Leader Series on page 17](#)

### EDUCATION PARTNERSHIPS

We partner with non-profit organisations to promote careers in our industry and help develop a future talent pool with the skills we need. Our efforts range from large-scale corporate partnerships to support provided by our offices to local education providers. Many senior staff share their time and expertise as visiting lecturers and teachers.

Examples include The LAGRANT Foundation, Brixton Finishing School, RARE recruitment, the One For Creativity and adfellows.

# £150m

planned investment annually by 2025 in our people

# 21,000+

employee accreditations and certifications earned from our leading technology partners such as Adobe, Amazon, Google, Microsoft and Salesforce in 2020

## NEXTGEN LEADERS SERIES

Young people have been hit hard by the economic impact of the pandemic. Even in a remote work setting, we wanted to provide learning, growth and collaboration opportunities for early-career talent.

That is why we launched NextGen Leaders, a ten-week virtual learning series for college students and recent graduates, and the first of its kind in the marketing communications industry.

The series allows participants to hear from and connect with leaders across agency brands and functions at WPP, as well as clients, partners and other experts from our broader network. The young professionals get an exclusive experience inside the company and its culture, and receive support to build an effective network community.

NextGen recruits from a diverse pool of early-career talent in partnership with colleges and universities in the United States and UK. Our summer 2020 intake included 846 participants, with 55% of these being Black, Asian and Latin American people, from across 54 countries.

The 2021 NextGen Leaders programme launches in June and aims to attract 1,000 participants. In addition to receiving a certificate of completion from Coursera, participants will leave the programme with their own professional network within WPP and may have the opportunity to secure full-time job offers from WPP brands. Participants will also be encouraged to stay engaged with their cohort via private networks, such as an invite-only NextGen Leaders alumni network.

What was initially a short-term solution in response to the pandemic has quickly become a focal point of our early career talent strategy. The NextGen Leaders programme demonstrates how creativity and innovation can fundamentally change how we not only attract but grow a diverse pipeline and ultimately become the employer of choice for all.

**846**  
total participants

**310**  
colleges/universities  
represented

**54**  
countries represented



[wpp.com/careers/nextgen-leaders](https://wpp.com/careers/nextgen-leaders)



## DIVERSITY, EQUITY AND INCLUSION

Diversity and difference power creativity and our people's creativity is our greatest advantage. Our mission is to build and foster an inclusive culture of belonging across WPP – a culture where everyone feels welcomed, valued and respected and is given an equal opportunity to thrive.

WPP does not tolerate harassment, discrimination or offensive behaviour of any kind. Our Code of Business Conduct sets out our commitment to select and promote our people without discrimination or concern for factors such as sex, gender, race and ethnicity, sexual orientation, age, religion, disability, or family status. This Code applies to all our people.

This year, we invested in building our governance and policy mechanisms around diversity, equity and inclusion (DE&I). Our new global Inclusion Council was established to advise on DE&I goals, recommend new systems and strategies, and identify barriers to progress. Council members were selected to represent the world in which we live and to reflect the breadth of our global organisation.

Progress ultimately relies on accountability so, for the first time, we have included diversity, equity and inclusion goals in our incentive plans for senior leaders across WPP and our agencies from 2021.

As part of our wider How We Behave ethics training (page 51) we also launched Belonging at WPP, our new mandatory global inclusion training. Tackling real-life, global scenarios, the training addresses the subtle acts of exclusion people face in the workplace and drives awareness of the intolerances that can affect our day-to-day interactions. Through 2020, we also ran Conscious Inclusion training for our people, covering topics including Being Better Allies and Bystander Training.

### ETHNICITY

In June 2020, WPP made a number of commitments to advance racial equity (page 20). We committed to take decisive action on each of the 12 points in the "Call for Change" open letter from more than 1,200 Black advertising professionals to the industry; to use our voice to advance the cause of racial equity; and to invest \$30 million over three years to fund inclusion programmes within WPP and to support external organisations. We view this work as a moral and business imperative.

### WORKFORCE DIVERSITY DATA FOR UNITED STATES AND UK

As part of these commitments and to drive greater accountability and accelerate progress, WPP pledged to report on our workforce ethnicity data. In July 2020, we released our United States Equal Employment Opportunity Commission (EEOC) data for 2018 and committed to reporting our workforce diversity data annually in this report.

### ABOUT THE DATA

Our workforce diversity data reporting detailed on page 19 covers our operations in the United States from 2018-2020 and our UK data for 2020. While our United States figures show some progress, the data highlights the fact that employees from Black, Asian, and other minoritised ethnic groups are underrepresented across our UK and United States workforces, particularly in management and leadership roles, and demonstrate the scale of the task ahead of us.

The United States and UK data sets are not directly comparable due to current differences in data collection and differing job level classifications used in each country.

To improve our reporting capability and provide a more consistent and global picture of our workforce, we are building a centralised system for gathering and reporting ethnicity data, including the ability to break down the data in a more granular way aligned with the UK census categories. This will allow for like-to-like comparisons across our United States and UK operations and establish a benchmark for our reporting. We are also working on collecting ethnicity data in other markets where we are legally allowed to do so.

The figures for our United States workforce come from our Equal Employment Opportunity Commission (EEOC) disclosures from 2018 to 2020. They cover 100% of our United States workforce and treats full- and part-time employees the same for the purposes of data analysis. The seniority classifications used are currently aligned to EEOC job classification. While our three-year data shows improvement, we know we have to continue to focus on hiring, retention, and promotion of people from underrepresented ethnic groups at all levels across WPP.

The data shown for the UK covers the approximately 90% of our workforce who have disclosed their ethnicity on a confidential basis. The seniority classifications used are aligned with the way in which we categorise employees in our finance system. Our UK data captures employee headcount on a full-time equivalent basis, whereas our United States data captures individual employee headcount regardless of whether an employee works full-time or less than full-time and therefore the two are not comparable.

### DRIVING SYSTEMIC CHANGE

The story our data tells is clear: we still have a huge amount of work to do. To deliver on our commitments, and remain focused on actions that make an impact, we have embedded DE&I goals and best practices into everything we do. The leaders of WPP's global agency networks have each signed up to these actions and will be held accountable for delivering progress against them within their businesses. While there is much more to be done, maintaining a sustained focus on building a culture of inclusion at WPP will help drive systemic change across our Company.

# \$30m

investment over three years in inclusion programmes within WPP and to support external organisations

## WORKFORCE ETHNICITY DATA FOR US AND UK

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

Level	Year	Black or African American	Asian	Hispanic or Latino	White	Two or more races/others
Senior/Executive Level Managers	2020	3.9%	6.9%	6.4%	80.9%	1.9%
	2019	2.9%	6.6%	6.4%	82.3%	1.8%
	2018	2.2%	5.7%	5.8%	85.0%	1.3%
First/Mid-Level Managers	2020	4.4%	10.6%	9.4%	73.3%	2.3%
	2019	4.2%	10.6%	9.8%	73.2%	2.2%
	2018	4.1%	9.9%	9.3%	74.8%	1.9%
Professionals	2020	6.7%	15.3%	9.3%	65.4%	3.3%
	2019	6.6%	15.7%	8.9%	65.5%	3.3%
	2018	6.4%	15.0%	8.7%	67.0%	2.9%
All Staff	2020	6.5%	12.0%	9.9%	68.9%	2.7%
	2019	6.4%	12.4%	9.8%	68.7%	2.7%
	2018	6.2%	11.7%	9.4%	70.2%	2.5%

### UNITED KINGDOM 2020 DATA<sup>3,4</sup>

Level	Black	Asian	Mixed	Other ethnic	White	Unknown or undisclosed
Board Members or Executive Leaders	0.8%	3.8%	2.1%	1.3%	87.2%	4.8%
Senior Managers	2.4%	5.8%	2.6%	2.6%	79.5%	7.1%
Other Employees	4.7%	9.1%	2.8%	4.7%	69.2%	9.5%
All Staff	4.1%	8.2%	2.8%	4.2%	71.9%	8.8%

<sup>1</sup> 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.

<sup>2</sup> Our 2019 and 2020 data, which aligns with EEOC methodology and leveling, will be submitted in May.

<sup>3</sup> 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.

<sup>4</sup> In the US we are publishing data that is collected by EEOC annually, as legally required. To meet our June 2020 commitments, we have worked over the past year to gather and report UK ethnicity data and will continue to do so going forward.

## OUR RACIAL EQUITY COMMITMENTS

The widespread protests we witnessed last year, sparked by horrific acts of violence and set against the backdrop of a global pandemic, highlighted the work we need to do, as organisations and as individuals, to overcome deep-seated racial biases.

In June 2020, we made a number of commitments to advance racial equity. While we have made some good progress towards these commitments, we recognise there is still much work to do. This will be an ongoing effort across our Company.

We have acknowledged that we need to improve ethnicity representation at all levels of the Company, especially at senior and leadership levels. We launched our diverse slate policy in 2020 in the UK and United States as one concrete step towards this goal and have undertaken a review of our hiring practices and policies to ensure diversity, equity and inclusion (DE&I) are systematically embedded throughout.

To underline the importance of our commitments and to ensure accountability, we are also including diversity and inclusion goals in the annual bonus plans of our leadership across WPP. These will be included within bonus plans for the 2021 calendar year, and progress made against those goals will be reviewed on a regular basis.

Over the past year we have also grown our network of DE&I leaders across our agencies, highlighting our commitment to sustained momentum. These leaders, along with other champions of DE&I across our operating companies continue to help us drive and accelerate the change we need to see.

Our HR teams and leaders around the world have received – and will continue to receive – training on anti-bias and training to help them have difficult conversations about race in the workplace. We also launched our bespoke, mandatory Belonging at WPP inclusion training for all staff globally and a Conscious Inclusion programme, to raise our awareness of unconscious bias.

To help build a more diverse future talent pool we have expanded our talent recruiting platforms to include over 300 sites, including HBCU (Historically Black Colleges and Universities) alumni networks and other diverse groups and have partnered with organisations such as The LAGRANT Foundation, The One Club for Creativity, RARE Recruitment and Brixton Finishing School.

Last year, we launched NextGen Leaders, a virtual learning series for college students and recent graduates and worked in partnership with over 300 non-profits, colleges and universities, including several

HBCUs to ensure a diverse cohort, resulting in 55% of the 846 participants being Black, Asian and Latin American.

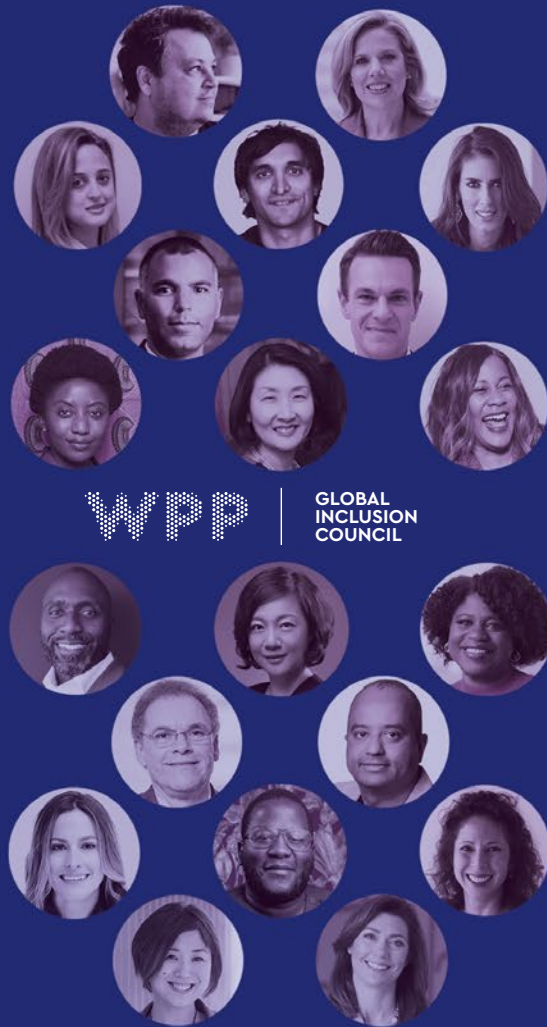
We have implemented and are expanding learning and development opportunities for our employees of underrepresented ethnic groups, including:

1. Our year-long **Elevate sponsorship programme** is designed for high-potential Black female employees in the United States across our agencies with the goal of providing personal and professional development to support and strengthen leadership capabilities.
2. Our **cross-agency sponsorship programme** in the UK is designed for high-performing, mid-career people from underrepresented ethnic groups to help unlock opportunities, fill experience gaps, and build advanced craft skills through a relationship with senior leaders. Our goal is to expand this 12 to 18-month virtual programme to the United States in 2021.
3. Our new **Sayge coaching programme** will provide a three-month individualised career coaching programme for mid-level employees, with initial focus on Black and other underrepresented ethnic groups in the United States and UK.
4. More than 20 Black leaders from across our agencies participated in the **McKinsey**

**Leadership Programme** in 2020; in 2021, we will have 65 of our Black employees participating in **McKinsey's Manager Accelerator Programme** and 29 of our Black employees participating in the **Leadership Development Programme**.

Because of our platform and voice, WPP can also spark change far beyond our Company through our work for clients and communities. In collaboration with UniWorld Group, we created the Inclusive Marketing Playbook to enable WPP teams to put inclusive marketing principles and best practice front and centre. We also established our Diversity Review Panel for our people to raise any concerns regarding negative stereotypes in our work so we can ensure an inclusive approach to creativity.

Finally, we will invest \$30 million over three years to fund inclusion programmes within WPP and to support external organisations. As part of this commitment, we are also offering an employee donation match programme up to \$1,000 per person, to a total of \$1 million. We will match personal donations by employees to a vetted list of non-profit organisations in support of their commitment to advance racial equity, develop talent from underrepresented groups and address issues that affect racially marginalised groups.





**DISABILITY**

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

As an inclusive business we have signed up to The Valuable 500, a global initiative that is putting disability on the boardroom agenda, by celebrating inclusion among 500 influential businesses. People who identify as being permanently disabled are the fastest-growing minority in the world and have disposable income of US\$8 trillion. As part of our commitment, we established a centre of excellence for inclusive design to help our clients make their customer experiences disability inclusive and accessible.

To mark the ninth annual Global Accessibility Awareness Day, this practice published a report, "Designing for Everyone". A quick reference on designing for everyone, the report makes the case that brands designing products, services and marketing for and with people of all abilities leads to more innovative designs and competitive advantage.

To further promote inclusive design across our business, in 2021 we will pilot "Inclusively" across several agencies and WPP IT in the United States. Inclusively is a tech-enabled platform that offers access to a network of members with disabilities.



**Download the Designing for Everyone report**

**INCLUSIVE REMOTE WORKING**

In 2020, our people had to adapt to working from home and to new ways of communicating. For some, this was a relatively easy process, while others may have had a more difficult experience. Many people faced additional challenges which their colleagues may have been unaware of, such as dyslexia, impaired vision, hearing loss or mental health issues.

To raise awareness around how we could all communicate more inclusively, we partnered with Microsoft to run six accessibility sessions designed for everyone, whether they needed support themselves, worked with someone who did, or worked in a role in which they supported others. Topics included: inclusive remote working and setting people up for success, vision, mobility, hearing cognition, and mental health and wellbeing. The aim was to help everyone understand what tools are available to ensure more effective and inclusive communication, and when, why, and how to use them.

**GENDER BALANCE**

Much work remains, but we have made good progress on gender diversity. 51% of our senior managers are women (2019: 50%) and the proportion of women in executive leadership roles increased to 40% (2019: 37%). At Board level, the proportion of women is 43%, compared with 40% in 2019. We aim to reach parity at all levels. We were ranked tenth by the Hampton-Alexander Review's FTSE 100 ranking for women on boards and included as an industry leader in the Bloomberg Gender Equality Index for the third year in a row.

Our UK gender pay gap narrowed between 2019 and 2020, but for as long as there is any gap, we cannot be satisfied.

We remain a committed signatory of the Women's Empowerment Principles, a guide for businesses on how to empower women in the workplace, marketplace and community. We are also a proud partner of UN Women, which is a significant beneficiary of our pro bono work.

**UNSTEREOTYPE ALLIANCE**

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

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

**LGBTQ+**

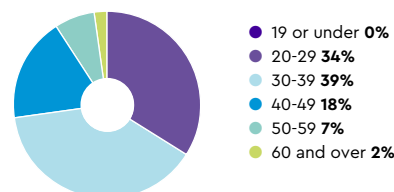
In June 2020 we launched WPP Unite!, a cross-agency LGBTQ+ community, which advises on policies that impact the LGBTQ+ talent of WPP and its agencies. This year we were proud to be named one of the Best Places to Work for LGBTQ Equality in the 2021 Corporate Equality Index.

**GENDER DIVERSITY**

Category	2020	2019
Board and Executive	40% (1,506)	60% (2,302)
	37% (1,513)	63% (2,577)
Senior Managers	51% (8,298)	49% (7,901)
	50% (8,689)	50% (8,578)
All other employees	57% (44,604)	43% (33,755)
	57% (47,625)	43% (36,118)
Total employees	55% (54,408)	45% (43,958)
	55% (57,827)	45% (47,273)

● Female ● Male

**AGE DIVERSITY**



# WPP: A GLOBAL COMPANY

## NORTH AMERICA

### WORKFORCE



### GENDER BALANCE TOTAL WORKFORCE



### EXECUTIVE LEADERS

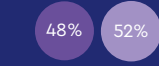


## UNITED KINGDOM

### WORKFORCE



### GENDER BALANCE TOTAL WORKFORCE



### EXECUTIVE LEADERS



## WESTERN CONTINENTAL EUROPE

### WORKFORCE



### GENDER BALANCE TOTAL WORKFORCE



### EXECUTIVE LEADERS



## CENTRAL & EASTERN EUROPE

### WORKFORCE



### GENDER BALANCE TOTAL WORKFORCE



### EXECUTIVE LEADERS



## LATIN AMERICA

### WORKFORCE



### GENDER BALANCE TOTAL WORKFORCE



### EXECUTIVE LEADERS



## AFRICA & MIDDLE EAST

### WORKFORCE



### GENDER BALANCE TOTAL WORKFORCE



### EXECUTIVE LEADERS



## ASIA PACIFIC

### WORKFORCE



### GENDER BALANCE TOTAL WORKFORCE



### EXECUTIVE LEADERS



### WORKFORCE

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

### GENDER BALANCE

● Male  
● Female

# ALL-STAFF COMMUNICATIONS

## THE WEEKLY AND CEO EMAILS

Delivered to 100,000 people worldwide, *The Weekly* – WPP’s internal newsletter – and all-staff emails from our CEO Mark Read, have been important channels for communicating with our people and bringing them together in a year when we have all been kept apart. Mark’s emails, which received more than 800,000 cumulative unique opens in 2020, provided direct communication and guidance from leadership on subjects including Covid-19 remote working guidance, WPP’s anti-racism commitments, wellbeing, company performance and much more. Showcasing the latest news, work and thinking from across the network, *The Weekly*’s 50 editions in 2020 delivered business updates, celebrated important cultural moments and fostered a sense of community for our people in a challenging year.

## CEO TOWNHALLS

In 2020, we launched a virtual CEO townhall series, allowing our people to hear from the company’s leadership directly and ask questions on topics of importance to them. A total of 28 townhalls were held, attended by more than 39,000 employees. This format has been extended into 2021, with global CEO-led townhalls featuring internal and external guests taking place monthly.

## WPP TV

WPP TV was launched, in spring 2020, as a platform on which the people of WPP could share their creativity, insights and expertise at a time when close to 95% of our colleagues were working away from the office. Recorded from our homes with studio effects from Hogarth, there are more than 350 talks available on demand for WPP employees and a publicly available programme on YouTube featuring our people, clients and partners.

50

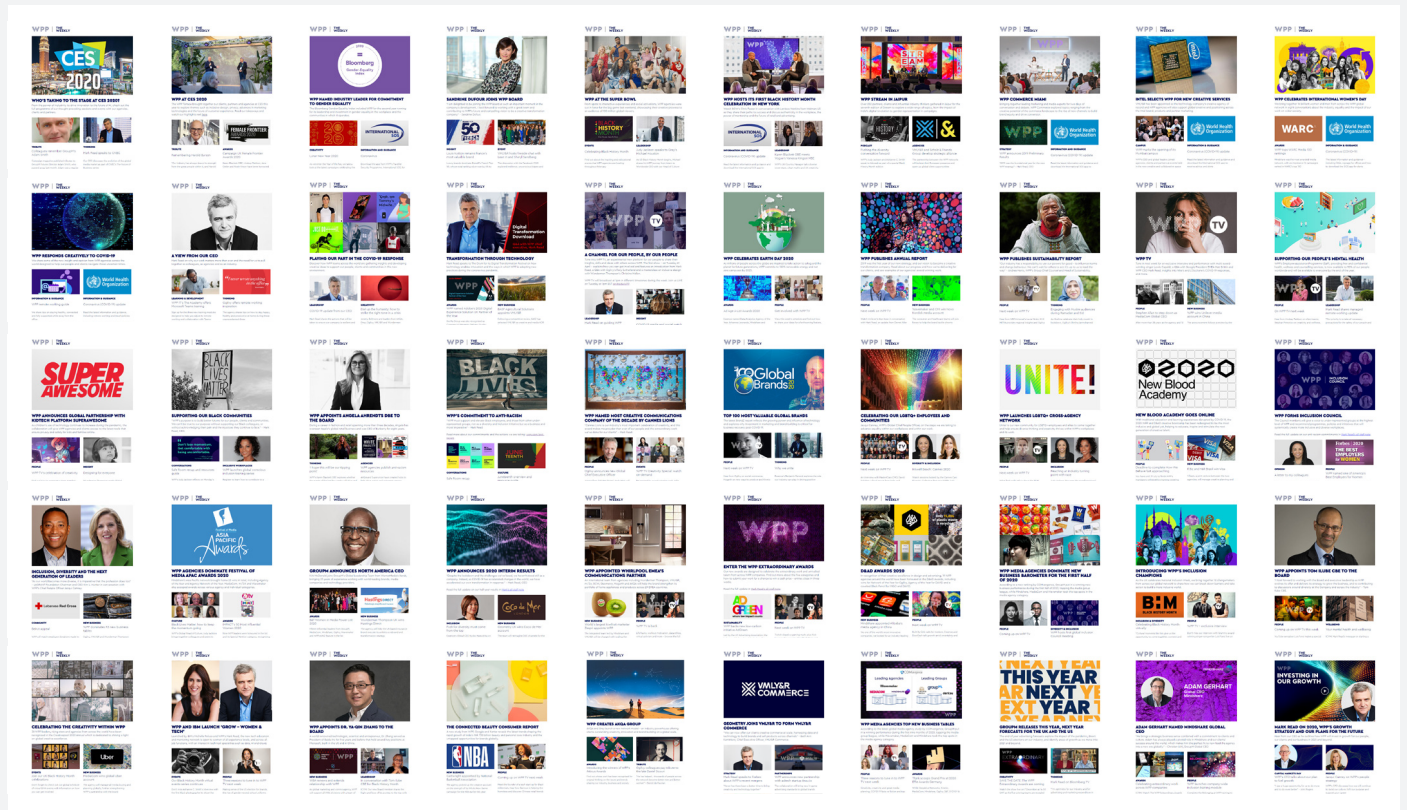
editions of *The Weekly*, with 1.8m unique opens

+350

talks on WPP TV

28

virtual CEO townhalls in 2020, with +39,000 participants



## EMPLOYEE LISTENING AND ENGAGEMENT

We use formal and informal mechanisms to assess and improve employee engagement and satisfaction.

We are also listening more closely to our people. When we understand their experiences and learn from them, we create a deeper sense of belonging and an inclusive environment where everyone can do inspiring creative work. To this end, in 2020 we launched our first all-staff survey in our top five markets to better anticipate our people's needs and to shape our people strategy. This helped to form our 2021 Listening programme, which started with WPP Pulse – an anonymous, quarterly global survey, designed to gather and act on unfiltered, honest feedback.

In 2020, we launched new employee listening channels (see case study, page 23), these include:

- our virtual townhall series with the WPP CEO, which allows our people to connect with the Company's leadership teams. Through 2020, 28 townhalls ran with 39,000 total participants;
- a series of "Safe Rooms" for open and candid discussions (see page 26); and
- the launch of WPP TV, a channel for our people from across WPP on which to share their creativity, expertise, and insights.

The vast majority (99%) of our companies carry out exit interviews with leavers, which often provide helpful feedback on our culture and practices in order to best implement changes and target areas for development and continuous improvement.

To ensure our Board understands the views of our employees on WPP's purpose, values and strategy, and to consult on key people issues, in 2019 we established our first People Forum in the UK. Sponsored by our UK Country Manager, the Forum has representatives from across our UK business who gather feedback from their agencies to feed up to the WPP Board. In 2020, we held our first People Forum in the United States and established an India People Forum, which met for the first time in February 2021.

### WORKING FROM HOME

During the year, one of the most common questions from employees was about working from home when Covid-19 restrictions are lifted.

Since March 2020, the large majority of our people have been working remotely. Some offices have reopened in certain countries when local rules allowed – all on a voluntary basis for those who need or want to return – at reduced capacity and with strict safety protocols. At the peak, around 95% of our colleagues were working away from the office. We developed new resources and guidance to help our people in caregiver roles, from assisting sick relatives to taking care of children studying at home.

We are reviewing our flexible work policy and putting plans in place to continue to support our people as their working environment evolves, be that at home or as we are able to reopen our offices.

### SUSTAINABILITY ENGAGEMENT

Across our agencies, sustainability enthusiasts are creating green teams to embed sustainability initiatives and drive change in their offices. Through a variety of activities, green teams have generated real impact (see case study, below).

The climate emergency is of growing concern to our people. In January 2020 we held Climate Crisis training for 100 colleagues in London to equip our people with knowledge around the science of climate change and give them practical tools with which to respond at home and at work.

# 99%

of our agencies use exit interviews (2019: 95%)

### GREEN TEAMS

In the Netherlands, representatives from agencies including GroupM, H+K and Wunderman Thompson came together to build a local, cross-agency green team.

The objective was simple: to collaborate and use different agency capabilities to help clients tackle sustainability-related questions. Through activities including a hackathon involving 90% of WPP's agencies in the Netherlands, the team is building a sustainability offer for clients which showcases each agency offer and how, through collaboration, we can better serve clients.

Keen to engage employees beyond the Amsteldok Campus, the Dutch green team have been sharing their ideas, experiences, and challenges with the India green team, supporting each other to maximise their growth and impact.

India also launched a cross-agency green team in 2020, which aims to hold monthly "fireside chats" with client partners, and is crafting a volunteering policy to support the WPP Foundation in India, which works with under-served children mentoring and educating them towards a better future. Inspired by the Dutch team, the India green team plans to hold a sustainability week in the second half of 2021.

Together, the Dutch and India teams are working with WPP to codify what's worked on their Campuses into a blueprint to share and replicate in other markets.

## LABOUR RELATIONS

We support the rights of our people to join trade unions and to bargain collectively, although trade union membership is not particularly widespread in our industry. In 2020, around 4% of our employees were either members of a trade union or covered by a collective bargaining agreement (2019: 5%). We held 185 consultations with works councils, mainly in Europe (2019: 1,507).

We have made around 7,000 redundancies as a consequence of the Covid-19 pandemic and also as part of our transformation programme, as we merge and restructure some agencies. We consulted with our employees as appropriate and supported

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

In 2020, there were 38 cases against WPP agencies reporting through employment tribunals and other external channels (2019: 44). We resolved 44 cases, including some reported in previous years. Of these, six were withdrawn, 31 settled, one judged against our agencies and six judged in our favour.

100%

employees with access to Employee Assistance programme

74%

of senior managers were recruited from the country or region in which they work (2019: 68%)

## HEALTH, SAFETY AND WELLBEING

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

Our overall sickness absence rate in 2020 was 3.0 days per employee (2019: 3.8). This includes non-work-related illness and injuries, work-related illness and injuries, and occupational diseases such as work-related stress and ergonomic injuries. There were no work-related fatalities in 2020.

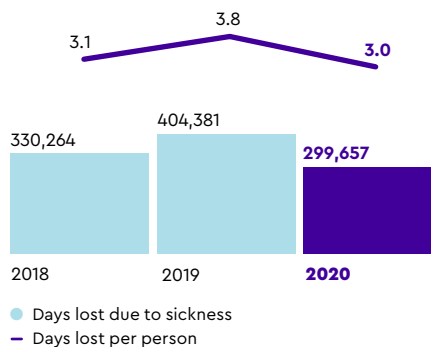
### MENTAL HEALTH

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

In 2020 we increased our investment in wellbeing resources and initiatives, especially in relation to mental health (see page 26). We also created new ways to connect across WPP, from CEO virtual townhalls to "safe rooms" that offer more space for open and candid discussions.

During 2020 we rolled out our Employee Assistance Programme to cover all our people around the world. The programme is a 24/7 service for employees and eligible family members that provides access to free confidential counselling and support, as well as resources on topics such as managing stress, dealing with loss and referrals to local financial or legal help.

### DAYS LOST DUE TO SICKNESS



### COORDINATED RESPONSE TO COVID-19

To help coordinate our response to the Covid-19 pandemic, our Covid-19 tracker app records real-time case status around the world.

Anonymised data is entered by local offices and aggregated, so users can drill down by agency and by country to get the latest status on Covid-19 cases. A "World Status dashboard" uses data from external sources to provide valuable context on topics including national case numbers and policies. We also use the app to track country-level changes to lockdowns, including restrictions on retail, hospitality and travel. This gives us a clear picture of the Covid-19 response by market.

## WELLBEING

The challenges created by the Covid-19 pandemic, racial injustice, political division, and many other issues around the globe have taken their toll on people's mental, emotional, financial and physical wellbeing. There are no simple answers to these complex issues that affect each person differently, but by increasing investment in wellbeing resources for our people we aim to anticipate and support their needs.

During 2020 we rolled out our Employee Assistance Programme to every market globally to offer our people and eligible family members access to free, confidential counselling and support, and we shared resources on topics such as managing stress, dealing with loss, and how to access local financial or legal help.

We launched our "safe room" series in response to horrific acts of racially motivated violence in the United States, so our people would have a space for open and honest conversations. The series has since been extended to various communities including Black women in leadership and single parents.

To recognise World Mental Health Day and Mental Health Awareness Month we curated a global programme of wellbeing sessions, highlighted educational wellbeing resources and gave our people a platform to share their personal tips and advice on how to look after our mental and emotional health during lockdown.

In May 2021, we are launching a new Mental Health Allies programme in the UK, with a pilot in the United States and the intention of rolling it out across other markets. Mental Health Allies are employees who volunteer to be trained to support others. As part of this initiative, we are building a Wellbeing Academy at the centre of WPP, where Allies and HR professionals will be able to seek support, continuous learning and advice.

**100%**  
of employees can  
access the WPP  
Employee Assistance  
Programme

**200**  
UK Mental Health  
Allies by May 2021



## MANTRA

AGENCY  
**WUNDERMAN THOMPSON  
 SÃO PAULO**

CLIENT  
**AVON**



In 2019, Brazilian soccer legend Marta Vieira da Silva was wearing Avon lipstick when she scored the goal that made her the top scorer in World Cup history. It was the perfect response to the prejudice that still exists towards female athletes in Brazil, sending the defiant message – as *The New York Times* put it – that “muscles and make-up mix just fine, thanks”.

Following the success of the World Cup partnership with Marta, Avon wanted to go further and launch a complete range of long-lasting beauty products. So, it invited athletes Pâmela Rosa (world record holder in street skateboarding), Raissa Machado (Paralympic record holder in javelin), and Vitória Rosa (Olympic Brazilian sprinter) to join Marta in a campaign for the new Power Stay collection.

Wunderman Thompson made a film demonstrating that Power Stay foundation, lipstick and concealer would stick with women all day, even while training. And to connect the challenges faced by female athletes in Brazil with the performance of the products, the traditional voiceover was replaced with a form of prayer – a mantra.

**2bn+**  
 media impressions

**77m**  
 views