



ACCELERATING GROWTH

CAPITAL MARKETS DAY

17 December 2020

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ACCELERATING OUR GROWTH:

BUILDING THE CULTURE

BUILDING CULTURE THROUGH PURPOSE

Using the power of creativity to build better futures



PEOPLE

Attract, retain and develop our people in a culture that is open, optimistic and extraordinary



PLANET

Accelerate the transition to a sustainable world



CLIENTS

Deliver extraordinary work through the best people and a unifying purpose



COMMUNITIES

Drive change in the world around us

THE SITUATION TODAY

SIGNIFICANT AREAS OF STRENGTH...

- 100k+ employees – highly skilled and motivated
- Strong response to COVID from our people who demonstrated resilience and commitment — supported by a broad and deep wellbeing programme
- Progress on collaboration including cross-agency client wins
- Excellent gender balance at junior/manager level – more than 50% women

...BUT OPPORTUNITIES FOR IMPROVEMENT

- Much more work to do on racial diversity overall. Still working towards 50-50 gender split at leadership levels
- Approx. 60–65% of hires come from outside WPP = need to improve career opportunities for our people
- Lowering employee churn
- Multiple systems with poor integration

OUR PEOPLE ARE OUR COMPANY



Attraction



Retention



Growth



**The Best Talent Delivering
for our Clients**

OUR PEOPLE STRATEGY

CREATIVE TRANSFORMATION

1

**EMPLOYER OF
CHOICE FOR ALL**

2

**MODERNISATION
OF EXPERIENCES**

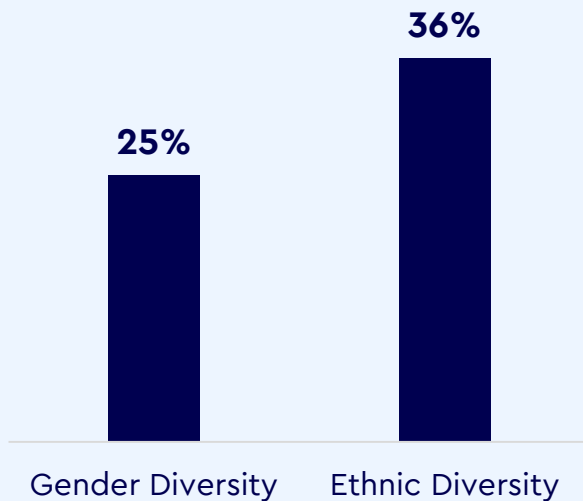
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GROWTH

TECHNOLOGY & DATA & INSIGHTS

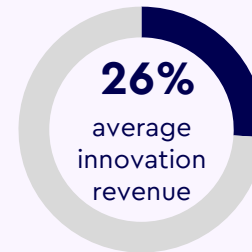
DIVERSITY AND DIFFERENCE DRIVES CREATIVITY

Diverse companies are more likely to **financially outperform** their peers by **at least 25%**

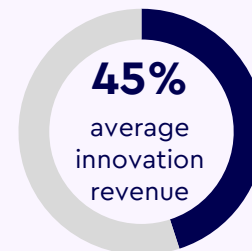


Source: McKinsey Diversity Wins Report

Companies with more diverse leadership teams report **19 percent points higher innovation revenue**



Companies with **below-average** diversity scores

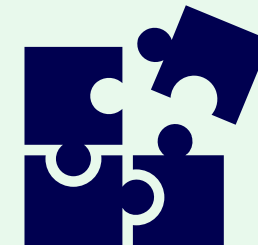


Companies with **above-average** diversity scores

BCG Diversity and Innovation Survey 2017

A diverse workforce is better at developing **innovative products and services**

Diversity policies won't lead to overnight improvements in innovation, but a diverse company will see about **two new additional product announcements over 10 years**



North Carolina State University Study 2018

1 EMPLOYER OF CHOICE FOR ALL

CELEBRATING DIVERSITY AND DEMONSTRATING PURPOSE

- Commitments on racial equity including investing \$30 million over three years and publishing our diversity data annually
- New Inclusion Index to better understand our people's experience of inclusion and belonging
- Partnerships including Valuable 500, Unstereotype Alliance, LaGrant foundation and others
- Signatory of Women's Empowerment Principles
- Public commitments on Sustainability
- New Supplier Diversity policy



2 MODERNISATION OF EXPERIENCES

OUR LONG TERM PLAN

OUR PEOPLE

- Improved experience as new joiner
- User-friendly self service tools
- Easy mobile access
- AI-driven view of performance, development and career opportunities
- Access to live job opportunities across WPP brands
- Access to global mobility programme with standardised processes
- Employee data secure

OUR LEADERS

- Real-time data and analytics for better decision-making
- Improved measurement and reporting DE&I KPIs
- Ability to quickly resource accounts with right talent
- Career framework for talent development and succession planning
- Ensured performance-based compensation decisions
- Able to more easily deliver data for audit

OUR CLIENTS

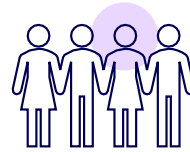
- Better able to match employee skills with client needs
- Client lead performance measured and development plans aligned with client needs
- Build diverse client teams
- Data availability will facilitate new business opportunities
- Expand core skills, capabilities, and offerings

3 GROWTH



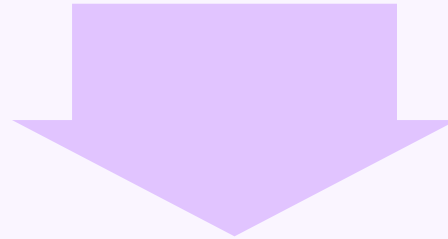
GROW YOURSELF

- Doubling investment in leadership development programmes for 2021
- Investment in capabilities learning for the future
- Inclusion training and workshops



GROW YOUR TEAM

Endless career path



New Career Explorer



GROW YOUR BUSINESS

Walgreens Boots Alliance win, using cross-agency teams



Walgreens Boots Alliance

LONG TERM FINANCIAL INVESTMENT



EMPLOYER OF CHOICE FOR ALL

- Embedding Diversity, Equity and Inclusion into talent processes
- More inclusive employee experience informed by analytics
- Build out early career diverse talent pipeline partnerships



MODERNISATION OF EXPERIENCES

- Analytics on skills, certifications, productivity, mobility & client impact
- New technology and better systems integration designed with a people-first lens



GROWTH

- Leadership development programmes
- Learning focused on the capabilities of the future
- Mobility & career pathing to ensure retention

HOW WE WILL MEASURE SUCCESS

KEY PERFORMANCE INDICATORS FOR PEOPLE

1. Improvement in Employee Net Promoter Score (ENPS)
2. Improvement in diversity, equity & inclusion metrics
3. Client satisfaction & wins metrics
4. Learning and certification metrics
5. Attrition/churn metrics

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COFFEE BREAK

WPP TV

5 MINS

