

WPP

Corporate Social Responsibility Report 2003



Scope of this Report

This Report describes WPP's CSR activities worldwide and updates our first CSR Review published in 2003. Data relates to the calendar year 2003 unless otherwise indicated. The information has been collected through an internal survey of all our businesses. We believe the survey provides a good indication of the scale of activity within the Group and we are working to improve the accuracy of future surveys. Information has not been independently audited.

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About WPP

WPP is one of the world's largest communications services groups, made up of leading companies in:

- Advertising
- Media investment management
- Information, insight & consultancy
- Public relations & public affairs
- Branding & identity
- Healthcare communications
- Direct, promotion & relationship marketing
- Specialist communications

Collectively, the Group has 72,000* people working in 1,700 offices in 104 countries.

WPP companies provide communications services to clients worldwide including more than 300 of the Fortune Global 500; over one-half of the NASDAQ 100 and over 30 of the Fortune e-50.

Our companies work with over 330 clients in three or more disciplines; more than 130 clients in four disciplines and over 100 clients in six or more countries.

Every WPP company is a distinctive brand in its own right; all have their own identities and own areas of expertise. That is their strength. What they have in common is in harnessing intelligence, talent and experience to bring competitive advantage to their clients.

WPP, the parent company, has a relatively small team of approximately 200 people, predominantly based in London and New York, with support in Hong Kong and São Paulo.

WPP is a UK FTSE 100 company and is quoted on the London Stock Exchange and NASDAQ in New York.

For further information about WPP, please visit our website, www.wpp.com ■

* Including associates.

Corporate governance

WPP's Board of directors is accountable to share owners for good corporate governance and is committed to achieve compliance with the principles of corporate governance set out in the Combined Code in the Listing Rules of the Financial Services Authority.

The Company complies with the US Sarbanes-Oxley Act of 2002 and the regulations that relate to it, as they affect foreign registrants, and seeks to comply with the principles of good corporate governance and various guidelines such as those issued by the Association of British Insurers, the National Association of Pension Funds and with the Hermes Principles.

WPP operates a system of internal control, which is maintained and reviewed in accordance with the Combined Code and the guidance in the Turnbull Report as well as Rules 13a-14 and 15 under the Securities Exchange Act 1934 as they currently apply to the Company.

WPP's business policies are set out in the WPP Policy Book, which has been prepared for the managers of all WPP operating companies. WPP's Code of Business Conduct (see page 10) sets out in detail the expectations we have of our people. All directors and senior executives from our companies are required to sign an Annual Certificate of Compliance with the Code.

Further information on our corporate governance policies can be found in our Annual Report and Accounts, available online at www.wppinvestor.com ■

Our companies and associates



Advertising

Asatsu-DK¹
www.asatsu-dk.co.jp

Bates Asia
www.batesasia.com

Brandbuzz²
www.brandbuzz.com

The Campaign Palace
www.thecampaignpalace.com.au

Dentsu Young & Rubicam (DY&R)^{1,2,*}
www.yandr.com

Diamond Ad
www.diamond.co.kr

LG Ad¹
www.lgad.co.kr

J. Walter Thompson Company
www.jwt.com

Marsteller Advertising²
www.marsteller.com

Ogilvy & Mather Worldwide
www.ogilvy.com

Red Cell Network^{*}
www.redcellnetwork.com

Soho Square
www.sohosq.com

Y&R²
www.yandr.com

Media investment management**GroupM**

- BJK&E¹
www.bjke.co.uk

- The Digital Edge¹
www.thedigitaledge.com

- MAXUS
www.maxusglobal.com

- Mediaedge:cia
www.mecglobal.com

- Media Insight
www.mediainsight.com

- MindShare
www.mindshareworld.com

- mOne Worldwide

- Outrider¹
www.outrider.com

- Portland Outdoor
www.portlandoutdoor.com

KR Media²

Information, insight & consultancy**The Kantar Group**

www.kantargroup.com

- Added Value
www.added-value.com

- BPRI
www.bprigroup.com

- Center Partners
www.centerpartners.com

- Diagnostic Research
www.diagnostic.com

- Fusion 5
www.fusion5.com

- Glendinning
www.glendinning.com

- The Henley Centre
www.henleycentre.com

- icon brand navigation
www.icon-brand-navigation.com

- IMRB International
www.imrbint.com

- Kantar Media Research
- AGB Group¹
www.agbgroup.com

- BMRB International
www.bmr.co.uk

- IBOPE Media Information¹
www.ibope.com.br

- Markttest¹

- Mediafax
www.mediafax-pr.com

- Lightspeed Research
www.lightspeedresearch.com

- Management Ventures
www.mventures.com

- Mattson Jack Group
www.mattsonjack.com

- Millward Brown
www.millwardbrown.com

- pFour Consultancy
www.pfour.co.uk

- Research International
www.research-int.com

- Ziment
www.zimentgroup.com

Other marketing consultancies

HeadlightVision
www.headlightvision.com

OHAL
www.ohal-group.com

Quadra Advisory¹
www.quadraadvisory.com

Public relations & public affairs

BKSH²
www.bksh.com

Blanc & Otus
www.blancandotus.com

Buchanan Communications
www.buchanan.uk.com

Bulletin
www.bulletin.com

Burson-Marsteller²
www.bm.com

Chime Communications PLC¹
www.chime.plc.uk

Clarion Communications
www.clarioncomms.co.uk

Cohn & Wolfe²
www.cohnwolfe.com

Finsbury
www.finsbury.com

Hill & Knowlton
www.hillandknowlton.com

Ogilvy Public Relations Worldwide
www.ogilvypr.com

Penn, Schoen & Berland
www.psbysurveys.com

Quinn Gillespie
www.quinn-gillespie.com

Robinson Lerer & Montgomery²
www.rlmnet.com

Timmons and Company

Wexler & Walker Public Policy Associates
www.wexlergroup.com

Branding & identity

CB'a
www.cba.tm.fr

Enterprise IG
www.enterpriseig.com

Landor Associates²
www.landor.com

The Partners²
www.thepartners.co.uk

Addison Corporate Marketing
www.addison.co.uk

BDG McColl
www.bdg-mccoll.com

BDG workfutures
www.bdgworkfutures.com

Coley Porter Bell
www.cpb.co.uk

Dovetail
www.dovetailfurniture.com

Fitch
www.fitchww.com

Lambie-Nairn
www.lambie-nairn.com

MJM Creative
www.mjmcreative.com

Oakley Young
www.oakley-young.co.uk

Walker Group
www.wgcn.com

Warwicks
www.warwicks-uk.com

Healthcare

CommonHealth
www.commonhealth.com

Feinstein Kean Healthcare
www.fkhealth.com

Healthworld Communications Group
www.healthworld.com

Ogilvy Healthcare

Shire Health Group
www.shirehealth.com

Sudler & Hennessey²
www.sudler.com

Direct, promotion & relationship marketing

A. Eicoff & Co
www.eicoff.com

Brierley & Partners¹
www.brierley.com

connect@jwt
www.connect.jwt.com

Dialogue Marketing
www.dialmkg.com

Einson Freeman
www.einsonfreeman.com

EWA
www.ewa.itd.uk

Good Technology¹
www.goodtechnology.com

The Grass Roots Group¹
www.grg.com

Headcount Worldwide Field Marketing
www.headcount.co.uk

High Co¹
www.highco.fr

Imaginet
www.imaginet.com

FullSix³
www.fullsix.com

KnowledgeBase Marketing²
www.knowledgebasemarketing.com

Mando Brand Assurance
www.mando.co.uk

Maxx Marketing
www.maxx-marketing.com

OgilvyOne Worldwide
www.ogilvy.com

Red Cell Response^{*}
www.redcellresponse.com

rmg:connect
www.mgconnect.com

RTC
www.rtrcm.com

Savatar
www.savatar.com

syzygy¹
www.syzygy.net

VML
www.vml.com

Wunderman²
www.wunderman.com

141 Worldwide
www.141worldwide.com

Specialist communications**Corporate/B2B**

Brouillard
www.brouillard.com

Ogilvy Primary Contact
www.primary.co.uk

Custom media

Forward
www.theforwardgroup.com

Shine:M²
www.shinelimited.com

Spafax
www.spafax.com

Demographic marketing

The Bravo Group²
www.thebravogroupyr.com

The Geppetto Group
www.geppettogroup.com

Kang & Lee²
www.kanglee.com

Mendoza Dillon
www.mendozadillon.com

UniWorld¹
www.uniworldgroup.com

Employer branding/recruitment

JWT Specialized Communications
www.jwtworks.com

Face-to-face/event marketing

The Event Union

- MJM Creative
www.mjmcreative.com

- Pro Deo
www.prodeo.com

- facts + fiction
www.factsfiction.de

Pci:Live
www.pci-live.com

Foodservice

The Food Group
www.thefoodgroup.com

Sports marketing

Global Sportnet
www.globalsportnet.com

MEDIApro Group¹
www.mediaapro.es

Première Group
www.premiere-group.co.uk

PRISM Group
www.prisimgroup.com

Real estate

Pace
www.paceadv.com

Technology

Banner Corporation²
www.b1.com

Media & production services

Clockwork Capital¹
www.clockworkcapital.com

The Farm Group
www.farmpost.co.uk

Metro Group
www.metrobroadcast.co.uk

WPP Knowledge Communities

The Channel
mpooler@wpp.com

Digital Communications Group
sspint@wpp.com

The Exchange
kcillum@wpp.com

The Store
m.johnson@the-store.org

¹ Associate

² Joint venture

³ Minority investment

* Part of Young & Rubicam Brands

¹ A Mediaedge:cia company

² Part of Red Cell Network

As at October 2004

Introduction

Sir Martin Sorrell

Group chief executive

In our first CSR Review in 2003 I asked why WPP should bother about corporate social responsibility (CSR). And I argued that CSR contributes to important relationships with our people, our clients and our investors. All this remains true – but I certainly underestimated the business significance.

During the year, I have made a point of taking a copy of our CSR Review to important client meetings. Without exception WPP clients have been impressed to see us taking a lead on these issues. In a number of competitive business pitches, our companies have been quizzed about our CSR record. I'm not suggesting that CSR is the deciding factor, but there can be little doubt that an inability to demonstrate corporate social responsibility would have severely dented our chances. So CSR is not only the right thing to do – it's also good for business.

Initially, of course, we're given credit for simply talking about CSR and for publishing a report. From now on, and entirely properly, it is our actions that will be scrutinised.

One area which gives us particular satisfaction is the pro bono work we do for charities. In 2003 this work, when added to our charity donations, placed WPP third in the *Guardian* newspaper Giving List. This year we estimate our contribution to have increased to the equivalent of £14.9 million, or 4.3% of pre-tax profit.

The implications of CSR on our work for clients continue to grow in number and intensity. Inevitably, marketing touches on many controversial areas; so our work needs to be sensitive not only to the diverse societies in which we operate but also to the often conflicting views expressed by expert opinion. A prominent current example is, of course, the whole deeply-concerning subject of obesity: a topic Howard Paster addresses directly on page 12.

With this and other social and environmental problems, marketing will play a vital role in encouraging consumers to buy products that are better for them and better for the planet.

The way we treat our people is an important element of our CSR performance. We have increased our focus on achieving a systematic approach to employee appraisals in operating companies, but with a decentralised organisational structure there are variations between companies. We are strongly in favour of performance-related pay. We also encourage share ownership – people working in the Group currently own or have interests in approximately 90 million shares, representing 7% of the issued share capital of the company.

The trend in our industry is towards a more flexible workforce with a proportion of people on freelance contracts. While this can be of great benefit to individuals, giving them greater control over how and when they choose to work, it can also reduce job

security and place greater responsibility on those individuals for making their own pension and health insurance arrangements. This reallocation of responsibility is welcomed by some but not, naturally, by all.

For an office-based business, we receive a surprising amount of queries about our environmental impact. We have been asked to calculate our carbon dioxide emissions and have included an estimate for WPP based on data from 10 of our largest offices. While we are clearly not a major contributor to global warming I was surprised just how much carbon dioxide is emitted due to our energy use. I want our offices to be exemplars of WPP's social responsibility. We should use energy-saving appliances, buy recycled paper and recycle as many of our waste materials as possible. This is simply good housekeeping and does not require an elaborate management system. Starting with our biggest offices, we are requiring our operating companies to put such measures in place.

We have just scratched the surface of the opportunities and challenges CSR raises.

I expect us to be addressing them forever. ■

WPP CSR goals

Contribution to society

To undertake pro bono work and make donations to charity to a value of 0.4% of revenue. As WPP grows, so will our contribution.

Employee volunteering

To achieve an average rate of employee volunteering equivalent to one day per person each year.

Marketing ethics

We are committed to complying with all laws and industry codes governing marketing material. We need to track our performance globally to establish how we are doing.

Environment

Our direct environmental impacts are small, but making our offices environmentally friendly demonstrates our CSR commitment to all our people. Our short-term goal is to calculate climate impact, purchase recycled paper and install recycling facilities in 10 of our largest offices. ■

Reality bites

Jeremy Bullmore

Director

A reprise of an essay in our first CSR Review.

Once upon a time, when we were all young and innocent, most of the brands we knew and loved were orphan brands: they seemed to have no parents.

The chocolate spread, the toothpaste, the maple syrup, the marmalade, the comics, the washing powder, the candy bars, the potato crisps, the cat food, the bleach in the bathroom, the bread, the butter – and almost everything in the medicine chest: they all had their own names, and their own distinctive bottles and packages and bags and boxes. They were as familiar to us as family: but we very rarely had any idea who made them, and nor did we greatly care.

We knew who made the baked beans, of course, and the corn flakes and the car and our bicycles: they all proudly proclaimed their makers' names. But most of the brands we knew and loved were stand-alone brands, brands who came from no known line of ancestors; orphan brands, with no brothers or sisters.

If you looked very carefully at the back of the pack, down at the bottom, in an eight-point typeface, you'd find the name of a manufacturing company; but even then it was often a subsidiary of the ultimate parent company whose name was never mentioned.

This was no conspiracy. These companies had nothing to hide. They were just conforming to a marketing policy that had grown up over time and had seldom been questioned. Good sense dictated that different categories of product should be kept carefully discrete: better to have separate company names for human food and animal food, for example; for confectionery and pharmaceuticals. But by and large, most brands were expected to stand on their own two feet, the identity of their owners familiar only to their employees themselves and the business community.

This policy did have at least one not wholly accidental benefit: it strictly limited the potential viral effect of product calamity. If a tabloid newspaper reported the discovery in a product of a piece of glass or a cockroach – or even more seriously, a blackmailer's claim to have introduced arsenic into infant food – the damage was strictly limited. Separate brand names provided firewalls between products and prevented the bad news emanating from one from contaminating the many others.

Today, for a variety of reasons, such damage limitation is to all intents and purposes impossible. The costs and risks associated with launching new stand-alone brands has encouraged marketing companies to extend existing reputations rather

than attempt to establish new ones. Company brands are now far more common and brand variants and brand extensions make up the great majority of new product introductions. The trust, the equity, that's been painstakingly and expensively earned by one company brand is legitimately employed to transfer instant reassurance to another.

The firewalls are disappearing; hundreds of brands can now be seen to be interconnected: and therein lies the risk. To which may be added an intensified interest among consumer correspondents in the press, the growth of pressure groups – and, of course, the internet.

Most product sectors are crowded with competing brands where the differences in performance are minimal and reducing. Consumers are faced with a dilemma of too much choice. They will increasingly search not for reasons to choose a product but for reasons to eliminate brands from their shopping list – the 'objective disqualifier'. A whiff of exploitation of workers in the developing world, or pollution of the environment provides the rational reason consumers are seeking for striking a brand off their list.

So if there was ever a time when corporate social responsibility was thought to be a sort of optional accessory, useful for casting the holding company's board of directors in a flattering light but with no serious commercial implications, that time has gone for ever.

A company whose employment practices, respect for the environment or production methods are in the least bit flaky may now take it as certain that all such flakiness will be made widely known. The internet has transformed the way that stories of malpractice circulate. Before the internet it was almost impossible for a local community in a developing country to attract the attention of Western media. Today, an e-mail to a pressure group is all that's needed to turn a local factory issue into a major threat to the reputation of a multinational company. With the firewalls down, deserved and adverse publicity can



When it comes to CSR, a reputation for decency, if honestly earned, really does seem to offer tomorrow's companies an invaluable competitive advantage



no longer be safely contained within some remote corporate silo – but will wash freely around every product they make and every enterprise they own.

Conversely, of course, new opportunities open up. Just about the only prediction on which all marketing pundits and practitioners seem to be agreed is that the successful company brands of the future are those which are most successful in earning and sustaining their consumers' trust.

Just as any company bad news will contaminate that company's entire product portfolio, so will that entire product portfolio benefit from its parent company's reputation for thoughtful and ethical practices. If you ask environmental and social opinion leaders, "which are the best companies?", the names they quote are remarkably consistent.

The investment made now by companies that are establishing reputations for CSR leadership will be handsomely repaid by brand sales in the future. In a world more pure and saintly than our own, it could perhaps be expected for companies to behave with consistent social responsibility – even when incurring additional cost and gaining no commercial advantage from doing so.

Happily, however, when it comes to CSR, a reputation for decency, if honestly earned, really does seem to offer tomorrow's companies an invaluable (and technologically unchallengeable) competitive advantage. ■

How we manage corporate social responsibility

WPP has a Code of Business Conduct and CSR Policy to guide our people in dealing with ethical, social and environmental issues (see pages 10-11).

These documents set out the standards we expect employees to meet in their work and the principles we apply to managing CSR issues. The Code of Business Conduct is regularly reviewed by the Board. Directors and senior executives are required to certify their compliance with the Code annually.

CSR is a broad set of subjects. The areas of most relevance to WPP are:

- Marketing ethics
- WPP as an employer
- WPP and the environment
- WPP's supply chain
- WPP in society

Management approach

WPP has grown through a mixture of organic growth and by acquisition and each of our operating companies has its own distinct culture and ways of doing things. Our style of management is decentralised, except in those areas where the parent company can improve efficiency, such as financial matters, talent management, procurement and knowledge sharing. This affects how we manage CSR. We recognise the need for a centralised approach to policy and collection of key performance data but wish to avoid creating systems and bureaucracy that provide little practical benefit.

Two Board committees divide responsibility for identifying and managing CSR risks. The Audit committee is responsible for all CSR issues except employment which is the responsibility of the Compensation committee.

During 2003 we established a CSR committee to co-ordinate management of CSR issues across the Group. The committee is chaired by Howard Paster, Board director with responsibility for CSR, and made up of senior executives from WPP operating companies, representing our key business areas. The current members are: Dave Allen – Enterprise IG, Jed Beitler – Sudler & Hennessey, Elaine Cruikshanks – Hill & Knowlton, Vanessa Edwards – WPP, Steve Goldstein – Ogilvy & Mather, Julie Halpin – Geppetto Group, Fiona McAnena – Kantar Group, Howard Paster – WPP (Chair), Dominic Proctor – MindShare, Paul Stanley – Director Internal Audit, WPP.

The committee meets twice a year to determine WPP's CSR strategy and annual priorities.

All WPP operating companies have nominated a CSR representative responsible for reporting progress to the parent company annually and co-ordinating CSR activity.

Our internal audit division is extending regular reviews of WPP operating companies to include material CSR risks, such as the work agencies undertake for their clients. An audit checklist is being developed to facilitate discussions with operating companies and training in these areas.

Tracking performance

WPP companies report their performance on social, ethical and environmental issues to the parent company annually, through our CSR survey.

The main information we track is:

- **Social investment** – pro bono work and charitable donations.
- **Employment** – employment policies, employee training, gender diversity and ethnic and other minority diversity as appropriate and consistent with local law.
- **Environment** – energy consumption, paper use and recycling at 10 of our largest offices.

During 2003, we refined our CSR survey to improve the quality of information collected. Collation of the survey data is undertaken by WPP's audit division.

Engaging with others

Many different stakeholders have an interest in our business, including business partners, charities, clients, communities, consumers, employees, investors and suppliers.

We welcome discussion of our CSR approach and performance with these groups. For example, we meet regularly with socially responsible investors (SRI) and provide them with information through questionnaires and surveys.

WPP has been listed in the *Dow Jones Sustainability World Index*, the *Dow Jones STOXX Sustainability Index* and the *FTSE4Good Sustainability Index* since their inception.

UK Media Sector CSR Forum

We are a founder member of the UK's Media Sector CSR Forum, a group of leading media companies committed to furthering CSR in the sector. Media organisations are in a unique position. Their impact on society differs from other sectors and they have

a particular ability to influence others. The role of media companies in CSR therefore needs defining.

To this end the Forum, in consultation with KPMG, undertook a review of issues for the industry, highlighting those common across the media sector and those that are specific to individual companies. A stakeholder survey was conducted among more than 100 external opinion leaders to find out what they believe the CSR priorities for the sector should be. This identified five key issues for the sector as a whole: transparent and responsible editorial policy; corporate governance; integrity of information; impartial and balanced output; and investing in and supporting staff.

Stakeholders also identified key issues specific to marketing services and other sub-sectors. The top issues identified for marketing services were: regulatory compliance and self-regulation; and responsible advertising.

WPP companies are regular participants in the Westminster Media Forum, an influential organisation in the UK that fosters policy debate between politicians, senior officials and leaders of the media industry. ■

Code of Business Conduct

The Group and its companies operate in many different markets and countries throughout the world. In all instances, we respect national laws and industry codes of conduct.

- We, the directors and employees of all companies in the WPP Group ('the Group'), recognise our obligations to all who have a stake in our success including share owners, clients, employees, and suppliers.
- Information about our business shall be communicated clearly, and accurately in a non-discriminatory manner and in accordance with local regulations.
- We select and promote employees on the basis of their qualifications and merit, without discrimination or concern for race, religion, national origin, colour, sex, sexual orientation, age or disability.
- We believe that a workplace should be safe and civilised; we will not tolerate sexual harassment, discrimination or offensive behaviour of any kind, which includes the persistent demeaning of individuals through words or actions, the display or distribution of offensive material, or the use or possession of weapons on WPP or client premises.
- We will not use, possess or distribute illegal drugs. We will not report for work under the influence of drugs or alcohol.
- We will treat all information relating to the Group's business, or to its clients, as confidential. In particular, 'insider trading' is expressly prohibited and confidential information must not be used for personal gain.
- We will not knowingly create work which contains statements, suggestions or images offensive to general public decency and will give appropriate consideration to the impact of our work on minority segments of the population, whether that minority be by race, religion, national origin, colour, sex, sexual orientation, age or disability.
- We will not for personal or family gain directly or indirectly engage in any activity which competes with companies within the Group or with our obligations to any such company.
- We will not offer any items of personal inducement to secure business. This is not intended to prohibit appropriate entertainment or the making of occasional gifts of minor value unless the client has a policy which restricts this.
- We will not accept for our personal benefit goods or services of more than nominal value from suppliers, potential suppliers or other third parties.
- We will not have any personal or family conflicts of interest within our businesses or with our suppliers or other third parties with whom we do business.
- No corporate contributions of any kind, including the provision of services or materials for less than the market value, may be made to politicians, political parties or action committees, without the prior written approval of the Board of WPP and the prior agreement of its share owners.
- We will comply with all applicable local laws and regulations, and any other laws with an international reach, such as the US Foreign Corrupt Practices Act, where relevant. ■

CSR Policy

We believe our business can make a positive contribution to society and the environment by managing our activities with care and by working with responsible organisations that promote social and environmental causes.

Our operating companies are required to comply with this CSR Policy and report performance to the parent company annually.

Social investment

WPP companies are encouraged to:

- Undertake pro bono work for not-for-profit organisations involved in tackling social and environmental issues.
- Make appropriate financial and other donations to social and environmental organisations.

Managing relationships

- In all our relationships we will be open, honest and transparent and will not pay or receive bribes or inducements of any kind.

Employee development

WPP companies:

- Will select and promote our people on the basis of qualifications and merit, without discrimination or concern for race, religion, national origin, colour, sex, sexual orientation, age or disability.
- Will support training and career development for our people.
- Will provide a safe and civilised workplace free from sexual harassment or offensive behaviour.

Marketing ethics

WPP companies:

- Will comply with applicable regulations and self-regulatory codes of practice in the countries in which they operate.
- Will not knowingly create work which contains statements, suggestions or images offensive to general public decency and will give appropriate consideration to the impact of our work on minority segments of the population, whether that minority be by race, religion, national

origin, colour, sex, sexual orientation, age or disability.

- Will not undertake work designed to mislead in any respect, including social, environmental and human rights issues.

Environment

WPP companies will respect the environment by minimising their impact from:

- Energy use.
- Transport.
- Consumption of paper and other resources.
- Managing any significant CSR risks in our supply chains.

Human rights

- WPP companies will uphold the principles contained in the United Nations Universal Declaration on Human Rights and the International Labour Organisation's fundamental conventions on core labour standards.
- We support the right of our people and their families to basic human rights including the right to organise, the right to fair conditions of work, freedom of opinion and expression and freedom from forced labour and child labour. ■

Marketing ethics

Howard Paster

Director

It has been gratifying to see the interest in our initial CSR Review published last year; interest both from within WPP companies and from outside our immediate family as well. Clients, would-be clients, investors, journalists, representatives of non-government organisations (NGOs) and others have sought copies of the Review and/or accessed it on the WPP website.

One source of the enthusiasm for our effort has been our willingness to recognise and to discuss difficult questions, while acknowledging readily that we do not always have the answers. CSR is frequently reduced to a recitation of statistics and a series of matrices. Indeed, the statistics included in this Report illustrate a number of CSR measures appropriate to our dozens of operating companies and hundreds of offices throughout the world.

But as I discussed in last year's Review, some of the most interesting issues confronting us do not lend themselves to quantitative presentations or simple answers. Because of the leadership WPP companies provide in a range of marketing and other communications services, being a responsible company in our category means confronting a broad range of CSR questions, different to those asked of an industrial company or an extraction company.

In last year's Review I posed several of those questions, the first of which was: "Does marketing to children exploit the innocence of young people and encourage them, for example, to adopt unhealthy eating habits?"

Certainly the issue of obesity was on my mind when I asked that question a year ago. The problem was much discussed and many WPP companies were helping their clients address the increased public concern about obesity. But I must confess that I did not realise at the time how the issue of obesity would quickly explode into such prominence in so many of the global markets in which WPP companies work.

The medical evidence of the unhealthy consequences of obesity has not been disputed for some time. More recently, however, the focus on this issue among the medical community, health officials in many countries, organisations such as the World Health Organisation and journalists have pushed the issue to the forefront of public consciousness.

In this situation, WPP companies need to work with their clients in a range of businesses – fast food, soft drinks, cereals, snack foods, etc – to help those clients succeed in a changed environment. Success, in this instance, is not simply the sale of products, although that remains a key criterion. Success also includes demonstrating a readiness to work within the changed environment in the interests of customers.

So fast food restaurants increase menu options to offer healthy alternatives and soft drink companies bring new products to market. Healthy snacks show up in school vending machines replacing unhealthy ones. Labelling is enhanced to feature information the consumer wants and finds informative. Clients compete to take the lead in demonstrating their responsiveness to the consumer's new focus on healthy eating.

With a subject such as obesity on which even expert opinion is divided, it is impossible to formulate hard-and-fast rules across all sectors; but in one belief, our companies are united. No consumer should be deliberately kept in ignorance of the contents of what they consume, nor of the known possible consequences of such consumption.

In this fluid market the manner in which WPP companies counsel their clients is a measure of our corporate social responsibility. As noted, our task is to help our clients succeed and that success is measured not only by total sales or profits, but also – in this instance – by how wisely a company addresses public health issues. This places a burden on our companies to think both responsibly in the work they do for clients, but also in the advice they provide to those clients.

Responsible marketing services companies have never accepted client briefs blindly and unquestioningly. By embracing CSR, we are further reminded



We cannot meet our CSR objectives if we ignore the societal impact of our work



that every brief, in discussion with the client, should be consciously scrutinised for its social responsibility; as indeed must its subsequent execution.

We cannot meet our CSR objectives if we are simply 'order takers' who avoid difficult issues – like obesity – when responding to our clients.

We cannot meet our CSR objectives if we ignore the societal impact of our work.

We cannot meet our CSR objectives unless we acknowledge the impact of our work and determine that it should serve the client in the broadest sense, that is by meeting commercial objectives *and* protecting the client's reputation through adherence to socially responsible marketing. ■

The impact of our work

The power of marketing to influence others means our agencies inevitably confront questions of ethics – from the basic requirement to present products fairly and accurately, to concerns about marketing of controversial products, questions of taste and decency, or issues around marketing to children.

Privacy and data protection are also important concerns for market research and direct mail companies.

Marketing can also have a specific social objective; for example government campaigns to promote public health or deter crime.

Marketing standards

Standards and regulations governing advertising and market research differ widely between countries – as do public values.

We are committed to full compliance with the law and industry codes of practice wherever we operate. Our Code of Business Conduct states that we will not knowingly create work that is offensive to the general public or minorities, whether that minority be by race, religion, national origin, colour, sex, sexual orientation, age or disability.

Involvement in self-regulatory groups

Many WPP people around the world play a leading role in consultation and development of marketing codes and best practice standards in sensitive areas such as advertising to children and marketing of food and pharmaceutical products.

Examples include:

- Ruben Jara Elias, CEO of Research International, Mexico, is a member of the Ethics Committee of the Mexican Association of Market Research Agencies.
- Marc Goldstein, President and CEO of MindShare North America, is a member of the Executive Committee for the Family Friendly Programming Committee.
- Jorge Jarpa, VP Planning Director of JWT Chile, is Chairman of CONAR, the National Council of Advertising Self-regulation and Ethics.
- Franco Guzzi, Managing Director of Cohn & Wolfe, Italy, is President of Assorel, the Italian Association of PR Agencies, which has developed professional ethical PR standards. He is also a working group member of Sodalitas, which has developed codes for cause-related marketing.
- Julie Halpin, CEO of The Geppetto Group, is a Board Member of the Children's Advertising Review Unit.

- Minnie Moll, Marketing Director of HHCL/Red Cell UK, is a member of COI – Images of Disability, an initiative to increase the positive images of disability in advertising.

Compliance with marketing codes

It is the responsibility of managers in our operating companies to ensure our work complies with the law and our Code of Business Conduct.

We do not have consolidated information on infringements of marketing codes globally but for our UK advertising businesses the information is available from the Advertising Standards Authority (ASA).

In 2003, the ASA upheld four complaints relating to press and poster work by WPP companies. These were:

- A complaint against a national press advertisement by Bates UK for Woolworths. The ASA found that a price comparison between confectionery sold in Woolworths and Tesco stores was misleading.
- A complaint against a direct marketing campaign by Harrison Troughton Wunderman for First Quench Retailing Ltd. The ASA ruled that the mailing (intended to be humorous) was misleading and likely to frighten or distress vulnerable recipients. The agency agreed not to repeat the approach.
- A press advertisement by JWT for Reckitt Benckiser's bikini hair removal cream was considered offensive. While acknowledging that the advertisement appeared in specialist media targeted at women, the ASA considered that it was likely to cause offence.
- The ASA found that a poster and national press advertisement by Rainey Kelly Campbell Roalfe/Y&R for Virgin Rail Group was misleading. They ruled that it did not make clear that advertised train fares were only available for tickets purchased in advance.

Fourteen complaints were upheld by the ASA against campaigns by WPP agencies in 2002.

Consumer privacy

Our market research and direct marketing agencies use consumer data to study lifestyles and purchasing habits and help their clients tailor their products and marketing more effectively.

The public need to be confident that their right to privacy is respected and that the information they provide will only be used for the purpose specified.

We take privacy and the security of personal information, held or used by our companies, very seriously. Our agencies comply with national data protection laws and marketing codes of practice such as the UK Data Protection Act, the EU Data Protection Directive, the ICC/ESOMAR International Code of Marketing and Social Research Practice and the UK Market Research Society (MRS) Code of Conduct.

Throughout WPP our agencies have management procedures in place to ensure that data is used and processed fairly and lawfully. For example, Research International, a WPP market research consultancy, has a data protection policy and a committee of senior managers to review data protection arrangements, address any issues that may arise and continually improve data security. Training on data protection is provided for new employees as well as regular refresher workshops and lunchtime sessions on privacy issues. A range of supporting information is available for employees on the company intranet including the data protection policy and guidance on privacy legislation and risk assessments. Susan Blackall, a Research International Board Director, sits on the MRS Professional Standards Committee (PSC) which sets, enforces and advises on professional standards consistent with data protection legislation.

Data collected by Research International is aggregated and de-personalised before it is shared with clients and in most cases before it is transferred outside the company (eg for storage or processing by a contractor). If personal data is transferred to a third party the agency's contract terms oblige them to protect privacy and comply with European standards on data protection.

WPP also holds personal information, including name and e-mail address details, for other groups such as users of our website. Use of data from our website is governed by our Internet Privacy Statement, accessible at www.wpp.com. We only collect personal information which is voluntarily submitted and will not transfer data to third parties without permission. Users can access personal information held about them.

Social marketing

Most advertising and PR promotes products and the companies that make them. But our operating companies also undertake fee work for clients where the objective is to help advance a social cause.

This 'social marketing' can have a positive impact, helping to inform people about key issues and change attitudes and behaviour.

Several WPP companies specialise in social marketing, amongst others Thompson Social, a JWT company, Ogilvy Outreach and Ogilvy PR's Social Marketing Practice.

Our social marketing campaigns cover some of today's most pressing issues, from HIV/AIDS to road safety, domestic violence and the environment. Some examples:

- **Advocacy for the elderly** The Long-Term Care Ombudsman in Miami, provides advocacy and support for the elderly. Burson-Marsteller undertook media relations work to publicise the organisation's services. The number of inquiries from people interested in becoming volunteer visitors for the elderly increased by 40% as a result.
- **AIDS awareness** Thompson Nepal developed an HIV/AIDS awareness campaign for Family Health International which generated high levels of awareness among at-risk groups in Nepal.
- **Combating a disfiguring disease** Ogilvy & Mather, and other WPP companies, developed a multimedia campaign in India for the World Health Organisation's programme to eliminate Lymphatic Filariasis (LF). LF is a disease affecting over 120 million people in tropical countries, causing long-term disability and disfigurement. The campaign targeted 28 million people, of whom 78% took drugs on the appointed day to prevent transmission of LF, compared to 30-40% in previous campaigns. WPP companies MCI/MindShare, Ogilvy PR and Ogilvy Outreach were also involved in the campaign.
- **Obesity journalism** Shire Health International, a WPP healthcare public relations agency, developed the Roche International Award for Obesity Journalism to help improve the level of global reporting on obesity and related health conditions. The campaign won Best International Campaign at the UK Communiqué awards.

■ Reducing maternal and infant mortality

Afghanistan has one of the highest maternal mortality rates in the world. Ogilvy PR is working for the Centre of Disease Control and Prevention which is improving healthcare services in Afghanistan to tackle this problem.

- **Stop smoking campaign** Mediaedge:cia developed an Anti-Tobacco Campaign for the Norwegian Directorate for Health and Social Affairs.

Cause-related marketing

Companies use cause-related marketing (CRM) campaigns to link their brand with a charity, often by making a donation to the charity according to the number of products sold.

Successful CRM campaigns are mutually beneficial – boosting product sales and generating big returns for charities. The choice of partnership needs careful consideration to ensure that the product is compatible with the chosen charity's objectives.

Many WPP companies work on CRM campaigns for their clients. For example, JWT Italy developed a cause-related marketing campaign linking Svelto, a Lever Faberge product and the leading Italian dishwasher detergent, with two charities providing free hot meals to the homeless. The aim was to celebrate Svelto's 30th anniversary, increase sales and raise money for a good cause.

The campaign linked the brand with a relevant cause and two well-established and trusted charities. It included three elements – an initial donation by Svelto of €100,000 to the charities, an additional donation after two months linked to product sales and an awareness campaign encouraging consumers to make a donation themselves to help the homeless.

During the promotional period sales increased, 83,000 free meals were donated to the homeless and awareness of the two charities increased significantly. ■

WPP as an employer

Looking after our own backyard

Beth Axelrod

Chief talent officer

At WPP, financial performance matters a lot, no doubt about it. But it is not all that matters, and profit can't happen without putting three human and collegial values first: *talent, clients, and partnership*.

This hierarchy is clear in the sequence of our 27-word mission statement:

*To develop and manage talent;
to apply that talent,
throughout the world,
for the benefit of clients;
to do so in partnership;
to do so with profit.*

Our mission makes it clear that without our talent, we are nothing. As a parent company we need to nurture and manage the talent in the WPP community. That means giving our people something much more than a pay cheque – the chance to build a career that spans the wealth of opportunity WPP has to offer.

Let me explain my vision. I am exploring two ideas – a *Talent Roster* and *Electronic Job Board* – to enable people to develop their careers freely within WPP at a number of our operating companies.

Of course, there are very good business reasons why we cannot allow our talent to move continuously or frivolously across WPP. We need to protect client confidentiality; we must preserve continuity of client service; we must not undermine our sister companies' performance; and there is good talent available at our competitors.

We currently require our employees to notify their boss if they intend to move to another WPP company. This is to stop WPP companies poaching talent from one another. But it often causes people to choose to leave the Group. There must be a better way – a way to draw upon our commitment to our people and our spirit of partnership so that a talented person doesn't feel the need to leave WPP.

Imagine instead of poaching guidelines, we have a *Talent Roster*, just like sports leagues do. Intended for mid- to senior-level people wishing to make a move,

to explore new professional opportunities, to develop a lasting career at WPP, the *Talent Roster* would enable them to simply declare their intention to make a move. They would feel supported in putting their name on the Roster because many before them will have done so without risk of termination or the dreaded 'not committed' label.

Imagine, while you're at it, an *Electronic Job Board* intended primarily for entry-level employees. Like most companies, we have considerable attrition among entry-level people, with job moves an expected part of career management for recent college graduates. So rather than fighting that trend, why not leverage it?

An *Electronic Job Board* would have postings for entry- to mid-level openings across all WPP companies. An employee of any WPP company could go there to view the postings and apply for any job. There would be no requirement at this level to declare to one's supervisor the intention to move to another job because it would be understood that many people at this level are passive if not active job seekers. We would reduce management time spent on recruiting, cut out significant outside search fees, and match talent to job opportunities more efficiently. We will be piloting this in autumn 2004.

Implementing these two ideas would enable talent, at all levels across all roles, to move more freely within WPP companies, knowing that while they transfer from one operating company to another, they are still part of the larger WPP community. They would think of *WPP careers* as a long-term prospect, in addition to a career within their current operating company. They would trust that declaring their career aspirations is career enhancing not limiting. They would think of the Group not as a holding company but as a partnership with career opportunities spanning all our businesses. They would benefit personally from the trust and mutual respect of that partnership.

Above all, I want WPP to be a nexus of colleagues committed to excellent client service. Clients are our reason for being, and we aspire to provide an unequalled service to their business. To do this we must also service our own business. Carefully considered but freer movement of talent within WPP will make us a more effective company and a great place to work. Resolving the differing interests of the Group, the operating company and the individual in an open and ethical way is good CSR. Improved performance will naturally result. ■

WPP as an employer

One of WPP's strongest assets is the creativity and commitment of its 72,000 employees and associates around the world. Expenditure on wages, salaries, benefits and other staff costs accounts for a large proportion of revenue, at around £2.3 billion annually.

Job satisfaction contributes significantly to client satisfaction and business results. By treating our people well, providing opportunities for personal development and advancement, investing in training, providing regular reviews of personal performance and relating remuneration to performance, we provide a rewarding work environment where employees are helped to reach their full potential.

Our people strategy has four elements:

- Development and growth
- Remuneration and recognition
- Communication and sense of community
- Diversity and business standards

Development and growth

We have tremendous faith in what talented people can accomplish, when nurtured and challenged to reach new heights in their professional lives.

Our approach to the professional development of our people includes performance assessment, succession planning, job rotation and executive training.

Appraisals

Our goal is for all our people to receive regular performance appraisals.

In 2003, we conducted talent reviews and succession planning across our major businesses. During the year CEOs from our operating companies led development-focused reviews of their executive talent, including face-to-face feedback followed up by coaching, mentoring and, where appropriate, job changes. This is part of each CEO's annual strategic objectives, tied to their compensation.

We have introduced a 360° development tool to provide CEOs from our major operating companies with development-focused feedback. This will be launched in 2004.

Training

In 2003, the Group invested £21.7 million in training.

WPP sponsors leadership courses in conjunction with the London Business School, Harvard Business School and other outside providers.

We have introduced new courses aimed at developing creative leadership, client leadership and personal leadership. In 2004 we have extended our client leadership course to all WPP companies. In 2005 we will expand our executive development curriculum to include agency/firm leadership.

WPP, the parent company, is among *The Times* Top 100 Graduate Employers in the UK, judged to offer excellent career opportunities by 15,000 final year university students.

Our operating companies provide a range of training courses for employees. For example, Hill & Knowlton's Virtual Academy offers 18 online training courses for employees covering core business skills.

JWT and O&M Worldwide provide a range of structured training options for employees to support their career development. Courses cover all aspects of agency business and creative functions from entry-level business and marketing skills through to cutting-edge research and leadership development. Ogilvy also offers training on time management, stress and maintaining a healthy work-life balance.

Remuneration and recognition

Competitive, performance-related salaries help us to attract and retain the most talented and effective people.

We aim to pay basic salaries at the median for the sector and position and participate in annual surveys to benchmark compensation against others in our sector. Salaries are reviewed every 12, 18 or 24 months.

We provide performance-related pay on top of basic salaries to reward exceptional performance. A large percentage of an executive director's remuneration is performance-related with incentives based on meeting specific, measurable and stretching performance objectives.

Incentive programmes include an annual bonus, long-term incentives, stock options and, for a small group of senior executives, the Leadership Equity Acquisition Plan. We also provide a range of benefits to employees such as pension plans, health insurance, maternity and paternity leave.

Employee ownership

We want our people to be owners. This encourages commitment and hard work by giving employees a share in the financial success of the group. WPP's Worldwide Ownership Plan has granted share options to 45,000 employees, well over half of our people, since 1997.

People working in the Group, including directors, currently own or have interests in, approximately 90 million shares, representing 7% of the issued share capital of the company.

Communication

Knowledge of the Group and our strategy is valuable to all employees. With 1,700 offices in 104 countries, keeping everybody informed is a challenge, so we go to lengths to enable easy access to this information.

Some examples are:

- Distribution of the Annual Report, the *Navigator*, *The Catalog*, the *Atticus Journal*, *The Wire* (WPP's global newspaper), and weekly *FactFiles* to all companies worldwide.
- A monthly online news bulletin – *e.wire*.
- Regular communication on Group initiatives such as the Worldwide Partnership Program, *BRANDZ*, the Atticus Awards, the WPP Marketing Fellowship Program and professional development workshops.
- WPP's website, Group intranet site and professional Knowledge Communities.
- Formal and informal meetings at operating company level.

Our first CSR Review was widely distributed to operating companies, and is available on our website. *The Wire*, our global newspaper, has carried several articles on CSR. We are planning more employee communications about the subject and its relevance to our client work.

Health, safety and well-being

Our business may have few obvious health hazards, but we strive to make the workplace as safe and healthy as possible by minimising the risks that do exist. The main health concerns are associated with posture at desks and workstations and work-related stress. Safe driving is also a priority for employees who drive frequently on business.

Our agencies offer a variety of programmes to help employees combat stress and lead a healthy lifestyle. These range from ergonomics training to yoga and stress management classes, eye tests, gym membership and confidential counselling. Among the many initiatives, three examples include:

- Research International's office in Nairobi, Kenya provides free anti-retroviral treatment and counselling for HIV positive employees. Around 20% of the Kenyan population is HIV positive.
- MEC provides an Employee Assistance Programme for UK employees. Lifeworks is a confidential, free advice service helping employees caring for children or elderly relatives, coping with grief or depression, or simply looking for a training course and other resources in their local area.
- JWT New York runs a Balance Program, encouraging employees to adopt a healthy lifestyle and providing advice on health issues, nutrition and healthy eating, stress relief, and exercise programmes. Employees can also receive free and confidential counselling through the company's Employee Assistance Program.

VML, WPP's marketing services firm based in Kansas City, US, has been named one of the *25 Best Small Companies to Work for in America* by the Great Place to Work Institute. The results are based on a randomly-distributed employee opinion survey.

Diversity and business standards

Our vision for diversity is simple: to have a talent base that resembles the populations we serve. Our reasoning is even simpler: diversity contributes to better work, insightful ideas, and a richer workforce. We believe that promoting diversity is beneficial in a fiercely competitive business where enhancing our company's talent pool is an ongoing challenge.

Equality of opportunity and freedom from discrimination are bedrock principles at WPP. Our non-discrimination clause within the Code of Business Conduct commits us to hiring, developing, and promoting excellent people regardless of race, creed, colour, age, religion, sex, disability, sexual orientation, marital status, military service, national origin or ancestry.

Diversity is everyone's responsibility, with ultimate accountability residing with our CEOs. During 2005, WPP will ask operating companies to track their diversity profile in the areas of recruitment, retention and awareness to ensure our approach is applied consistently. Operating company diversity programmes will be reviewed by the parent company as part of the annual talent review process.

Women are well represented across our business accounting for 36% of executive directors, 54% of account directors and 56% of all employees.

Currently women represent 23% of WPP's Board of directors.

Employees can report any concerns or suspected cases of discrimination anonymously through our confidential 'Right to Speak' facility. A right to speak phone number is available to all employees worldwide and is publicised through induction packs, the WPP Policy Book and on intranets.

Diversity initiatives

We have a range of initiatives to help us build a multicultural workforce.

WPP supports a new initiative to increase diversity representation in the US advertising industry. This initiative called 'Operation Success' was launched in 2004 by the American Association of Advertising Agencies (AAAA). It will focus on three areas: employee recruitment and retention, training and development, and vendor and supplier relationships.

We also sponsor events such as the annual Harvard Business School African-American Alumni Association conference 2004. The conference is a networking opportunity, informing minority professionals about new career opportunities, and increasing visibility for WPP as a preferred employer among this audience.

Several WPP companies, including JWT, MindShare, Ogilvy & Mather, OgilvyOne and Y&R participate in the American Association of Advertising Agencies' (AAAA) Multicultural Advertising Internship Program (MAIP). This enables students from a range of ethnic backgrounds to gain advertising work experience and build a career in the industry.

Hill & Knowlton in the US is setting up an outreach programme, Growth through Recruitment and Diversity (GRAD). The company will partner with colleges and universities to help it recruit talented multicultural students from across the US.

Below we profile diversity initiatives at three of our largest companies:

■ Diversity at JWT US

At JWT diversity is about creating an environment that fosters creativity, growth and opportunity for everyone.

The agency is involved in a number of traditional initiatives to promote ethnic diversity in the workplace, including the American Advertising Federation's (AAF) Mosaic Awards; the AAF's Most Promising Minority Student Award and INROADS (an internship programme for minority youth). JWT has also supported the AAAA's MAIP programme for over 20 years.

On the gender-diversity front, JWT partners with the Ad Women of New York to help female professionals find positions and succeed in advertising. The agency also plays an active role with Dress for Success, an organization that helps outfit low-income women for business interviews.

Additionally, JWT and its employees have a 20-plus-year relationship with the Business Advisory Committee, a national organization that helps the disabled community to find jobs. JWT also has a longstanding association with The Rusk Institute, the world's first facility devoted entirely to rehabilitation medicine, to employ its members.

Furthermore, JWT's comprehensive benefits package covers same-sex and non-married domestic partners, reinforcing the agency's commitment to its non-discrimination and equality policies.

Currently the agency is broadening its diversity initiatives by introducing a new outreach programme across its North American offices. This will extend the agency's intern programmes and diversity recruitment initiatives as well as its diversity training programmes for existing employees.

■ Diversity at Ogilvy & Mather US

Advertising addresses a diverse community. So an ethnically diverse workforce is vital to effective marketing communications, bringing a greater depth of consumer understanding and insight.

Ogilvy & Mather US has developed a range of initiatives to improve recruitment from minority groups. For example, Ogilvy New York has two full-time recruiters dedicated to minority recruitment, and works with specialised diversity recruiting firms to bring minority executives into the agency.

For graduate recruitment, the agency attends campus recruitment sessions at major minority institutions such as Howard University, and participates in career fairs aimed at minority students such as the International Radio and Television Society's Minority Career Workshop and AAF's Mosaic Career Fair.

Ogilvy has taken part in MAIP since it was launched 31 years ago. In 2004, Ogilvy & Mather and OgilvyOne hosted a record nine interns from the MAIP programme, and received the 2003 MAIP Service Award for outstanding dedication to the programme and success of its alumni.

The agency also makes an annual \$10,000 donation to the AAAA Multicultural Scholarship Program and is a member of the American Advertising Federation's Most Promising Minority Students Program.

Ogilvy's commitment to recruit and retain a diverse workforce is generating results. Minority employees make up 27% of total employees and 22% of professionals at the agency.

■ Diversity at Y&R US

Y&R US aims to be the employer of choice for multicultural advertising professionals and to build a workforce that represents the diversity of the marketplace. To do this the company is developing partnerships with a range of organisations representing multicultural students and professionals.

For example, the company takes on several interns each year through the MAIP, INROADS and AAF's Most Promising Minority Students programmes. This gives students the chance to learn about the advertising industry and gain practical work experience as well as helping the company identify talented minority undergraduates.

Y&R also sponsors conferences and recruitment fairs where students and professionals can learn more about the advertising industry and opportunities at Y&R. These include the Advertising Women of

New York Conference, the job fair of the National Society of Hispanic MBAs, the Asian American Diversity Career Expo and the US Department of Labor's Job Fair for Hispanics.

Senior employees at Y&R often attend these events. For example, Ann Fudge, Chairman and CEO of Young & Rubicam Brands, was keynote speaker at the 2004 annual conference of the National Urban League, and spoke about the importance of diversity: "I can tell you that the smart companies today understand that their consumers come in all sizes, shapes and colours. Enlightened businesses know that diversity is absolutely and unequivocally a business imperative critical to its long-term success and its ability to create growth and be profitable."

Y&R is also part of the AAAA's Diversity Committee that promotes diversity at the professional level and the company has several pro bono accounts supporting minority organisations. These include A Better Chance, an organisation helping to improve access to educational and career opportunities for young minority people, and the United Negro College Fund.

Helping client diversity

A number of WPP companies help their clients to implement diversity strategies. For example, JWT Specialized Communications provides client services to identify and recruit qualified minority applicants as well as awareness programmes to ensure existing employees understand the importance of diversity in the workplace. All of the company's communications work reflects the diversity of the US population and many campaigns have been recognised with creative awards. Recently, work done for the US Department of State has been instrumental in attracting diverse applicants to the foreign service. ■

WPP and the environment

As an office-based company we have a relatively small environmental impact. However, we take environmental issues seriously and aim to minimise the impacts associated with our offices.

We have prioritised three environmental issues – energy consumption, paper use and recycling – and are working on these with 10 of our biggest offices worldwide. These are JWT Chicago, JWT Detroit, JWT London, JWT New York, Mediaedge:cia New York, O&M London, O&M New York, Y&R Chicago, and Y&R New York (two offices). Collectively they employ around 8,000 people.

In 2003 we conducted our first environmental survey of these offices. The returns were of variable accuracy but enable us to form a preliminary view of our environmental impacts and performance.

Climate impact

These 10 offices consumed about 44GWh of energy in 2003, resulting in approximately 19,000 tonnes of carbon dioxide (CO₂) being emitted during electricity generation.

The offices represent 19% of WPP's total floor space. If one were to extrapolate this data to cover WPP's global office space, it would suggest that around 100,000 tonnes of CO₂ may be emitted due to electricity consumed by WPP – about the same as is emitted by 10 days of scheduled flights between London and New York.

Recycling

Seven of these 10 offices recycle paper and toner cartridges, six recycle computer equipment and cans, and four recycle glass. Other materials recycled include photocopier cartridges, video tapes, cooking oil and fluorescent lamps.

A number of the offices have environmental initiatives to reduce waste. For example:

- Outdated furniture, and art and office supplies from JWT New York are donated to Materials for the Arts for use by artists, school children and arts projects around the city.
- Obsolete printer equipment from Mediaedge:cia New York is sold, raffled to employees or donated to charity.

- O&M New York collects cans and bottles for recycling by the We CAN programme. The proceeds are donated to charities working with the New York City homeless.

We are working with operating companies, starting with our larger offices in the UK, to introduce the use of recycled paper in our offices and to establish recycling programmes for paper, toner cartridges and other materials.

Environmental campaigns

Many of our agencies undertake pro bono or social marketing work to promote environmental causes or initiatives. For example, Hill & Knowlton conducted media relations work for the European Commission's annual Green Week 2003. This generated publicity across Europe highlighting environmental initiatives in member states and helped publicise the week's theme – 'Changing our Behaviour'.

In Australia, Research International supports the Gould League, a leading environmental education organisation, through pro bono market research and advice. Burson-Marsteller Germany developed an award-winning 'Use Recycled Paper' campaign for the Pro Recyclingpapier initiative and the German Environmental Foundation. ■

WPP's supply chain

WPP companies spend over £1 billion each year on goods and services and over £1 billion on services which are recharged to our clients, such as film and print production and post-production services.

The way we spend this money is important. The things we buy and the suppliers we do business with can affect WPP's reputation. Over half of WPP procurement is spent on behalf of our clients. We want our clients and our share owners to feel confident that our procurement decisions are in line with our CSR Policy.

WPP's CSR Policy commits us to managing significant CSR risks in our supply chain. We expect suppliers to maintain good standards of employment and environmental protection.

Our goal is to introduce social and environmental considerations into procurement decisions and to work with suppliers, encouraging them to manage CSR issues and address any areas of concern.

WPP's supply base is spread over a large number of companies. Selected products and services are purchased centrally, but the majority of purchasing decisions are made at operating company level. We intend to approach suppliers selectively on the basis of the risk they may represent and also our ability to make a difference. We believe that our influence may potentially be of most benefit in engaging with selected medium-sized suppliers in sectors such as print, film processing and promotional gifts.

In preparation, we have added social and environmental criteria to WPP's Procurement Policy, to guide our buyers in assessing whether suppliers meet acceptable social, ethical and environmental standards.

We have also developed a supplier CSR questionnaire. This will enable WPP procurement professionals to determine whether a supplier represents a significant risk due to poor human rights, employment, ethical or environmental performance, and select high risk suppliers for further assessment and dialogue.

Our Global Procurement team is working with operating companies and co-ordinating CSR communication initiatives to ensure a consistent approach is taken across the organisation.

Initiatives planned for 2004 include articles in our internal procurement newsletter *Buy-in* to raise awareness of CSR among our procurement professionals worldwide and ensure they understand its relevance to their job. ■

WPP in society

WPP and its operating companies have a track record of making a positive contribution to society by donating time, money and the creativity of our people to worthwhile causes.

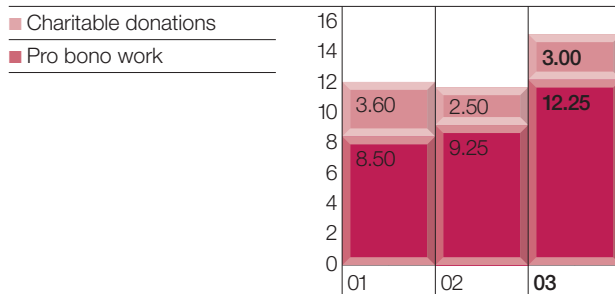
By far the most significant contribution is the work WPP companies undertake for charities on a pro bono basis (at no cost or minimal cost). This innovative marketing material and research enables charities to raise funds, recruit members and advance their campaigns.

WPP companies also make financial donations to charities and community projects in the countries where we operate.

Our goal is to undertake pro bono work and make financial donations to charity worth £15 million or 0.4% of revenue, whichever is greater. (We believe that percentage of revenue is a better measure than percentage of profit, since profit will fluctuate more year on year.) In 2003, our total social investment was worth £14.9 million, equivalent to 0.36% of revenue (4.3% of pre-tax profit). In 2002, our total contribution was worth £11.2 million.

In 2003, WPP was ranked third in the UK *Guardian* newspaper's annual Giving List, which lists FTSE 100 companies by the value of their charitable donations.

Social investment 2001-2003 £m



Pro bono work

We estimate that in 2003 our pro bono work was worth £12.3 million (calculated as the fees the benefiting organisations would normally have paid for our services). Group media businesses also facilitated the donation of an additional £0.55 million of third-party media to charitable causes.

The real value of this work to charities is incalculable since the advertising and communications we create are essential to fundraising, member recruitment and awareness campaigns.

Some examples of our operating companies' larger and often long-standing pro bono accounts from 2003 include:

- **Burson-Marsteller** supported the Special Olympics in China, a charity dedicated to empowering intellectually-disabled individuals to become physically fit and respected members of society. Other key pro bono relationships included the Australian Red Cross Bali Appeal, helping Australians and Balinese affected by the Bali bombing, and the Los Angeles Urban League, which Burson-Marsteller has supported on a pro bono basis for the last nine years.
- **Hill & Knowlton** has a global pro bono relationship with Ashoka, a non-profit organisation that identifies and invests in social entrepreneurs. Support is provided for a number of initiatives such as the Strive Media Institute, which turns minority high school students into media professionals and TransFair USA whose mission is to encourage consumers to choose fair trade products. H&K offices across the US as well as offices worldwide such as London, Paris and Toronto are involved in this pro bono relationship.
- **JWT** completed pro bono work for a wide range of charities including WildAid, a charity providing protection to wildlife in danger and campaigning for an end to the illegal trade in wildlife, and the National PTA, a volunteer child advocacy organisation in the US, as part of a campaign organised by the Ad Council.
- **Mediaedge:cia** in Poland has been supporting Stowarzyszenie Tecza since 2001 through press, TV, radio and outdoor media campaigns. This Polish charity helps blind and mentally handicapped children. Other major pro bono

accounts in Poland include Claritas Polska, an organisation for the homeless and Fundacja TVN's campaign against child abuse.

- **MindShare** has several major pro bono accounts in Italy including the African Medical Research Foundation, the National Association for the Fight against AIDS and WWF, the international conservation organisation.
- **Ogilvy & Mather's** major pro bono accounts in 2003 included the Catalonian National Museum of Art in Spain, ChildHelp USA and the Indian Association for Promotion of Adoption and Child Welfare.
- **Y&R** works for a range of charities on a pro bono basis including TechnoServe, a charity helping rural communities in the developing world build businesses that stimulate economic growth, and Médecins Sans Frontières, the humanitarian medical aid agency.

Examples of pro bono work prepared this year are reproduced at the back of this Report.

Community and charity donations

WPP companies and the parent company also support local communities through direct donations.

In 2003, our companies donated £2.6 million to support a wide range of causes in the areas of health, education, the arts, and the environment.

Arts and education charities were some of the main beneficiaries. These included:

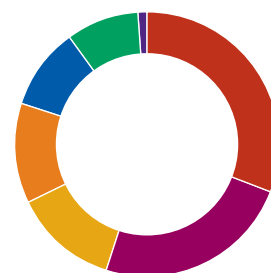
- Forward Arts Foundation in the UK.
- New York Metropolitan Museum of Art.
- New York Philharmonic Orchestra.
- Women in Communication, the US charity providing education and support for the next generation of women communicators.
- Stockholm Sinfonietta Orchestra.
- Virginia Commonwealth University's Adcenter that runs a two-year graduate programme for future advertising leaders.

WPP, the parent company, supports education and arts initiatives worldwide. These include:

- Schools and universities such as the Adcenter in the US, Charles Edward Brooke Girls' School, a UK school specialising in the media arts; Columbia Business School; Duke University; Harvard Business School; the Indian Business School in Hyderabad; the London Business School; the Royal College of Art in London; and the University of Cambridge.
- A donation from WPP is also being used to build a library at the Sanyang Lower Basic School, a large school in rural Gambia, West Africa. The school serves a very large catchment area and struggles to provide more than basic equipment for its many pupils. Employees from WPP companies Addison and Fitch are also involved in the project, donating books to fill the new library.
- Arts organisations, including the National Portrait Gallery and Royal Opera House in the UK, and the Playwrights Horizons theatre and San Francisco Opera in the US.

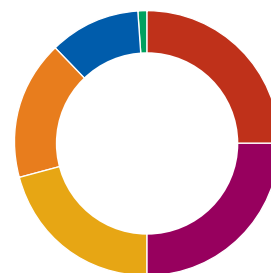
Pro bono work 2003 – causes supported

Health	31%
Local community	24%
Education	13%
Other	12%
Arts	10%
Environment	9%
Drugs/Alcohol	1%



Community and charity donations 2003 – causes supported

Health	25%
Local community	25%
Education	21%
Other	17%
Arts	11%
Environment	1%



Employee volunteering

Employee volunteering benefits charities and good causes and contributes to employee motivation and job satisfaction. Many of our companies encourage employees to give their time and skills to community organisations during normal working hours. Below are just two examples:

- VML, the marketing services company, runs a Community Service programme at its Kansas City office. Employees can spend two workdays a year as a volunteer for one of the company's charity partners. Charities supported in this way are the Children's Mercy Hospital, Christmas in October and the Mattie Rhodes Counselling and Art Center.
- During its twentieth anniversary year celebrations, MJM Creative Services in New York shut its office and the entire staff gave a day of service as volunteers to redecorate the Henry Street Settlement. Henry Street provides a range of social services to Manhattan's Lower East Side including an arts centre, shelter for the homeless, health services, home care for the elderly and after school and summer programmes for neighbourhood youth. The company is also donating \$25,000 to City Year New York as part of its efforts to give something back during its anniversary year.

Many executives in WPP companies hold voluntary positions as board members, trustees and advisers for a range of charities and foundations. Here are some examples:

- WPP CEO Sir Martin Sorrell is a participant in programmes at the following international business schools: London Business School; IESE, Spain; Indian Business School; Harvard Business School; and Boston University. He is also a trustee of The Cambridge Foundation.
- Daisy Expósito-Ulla, Chairman/CEO of the Bravo Group holds positions on the Advertising Education Foundation, Boy Scouts of America, the Hispanic Federation, Repertorio Español, the Latin American, Spanish and Hispanic-American theatre company, Safe Horizon and Women in Need.

- Ann Fudge, Chairman and CEO of Young & Rubicam Brands is a board member and trustee for a range of organisations including the Board of Governor's of the Boys' and Girls' Club of America, the Brookings Institute, the New York Philharmonic Orchestra and the United Negro College Fund. Member of the Board of Overseers for Harvard University.
- Joseph Ghossoub, Managing Director, Y&R Dubai is a board member for the American University of Sharjah, the American University of Dubai and the Auxilia Orphanage.
- R Krishna Mohan, Executive Director, Ogilvy India gives time to Canstop the cancer charity, the Jeevan Blood Bank and the Consumer Action Group.
- Shelly Lazarus, Chairman and Chief Executive Officer, Ogilvy & Mather Worldwide is a board member of the NY Presbyterian Hospital, the World Wildlife Fund, Sept. 11th Fund, the American Museum of Natural History, The Advertising Educational Foundation, and a member of the Board of Overseers for Columbia Business School. Shelly is also a member of the Committee of 200, the Council on Foreign Relations, The Business Council, Women's Forum Inc, Deloitte & Touche Council for the Advancement of Women, the Committee to Encourage Corporate Philanthropy, Advertising Women of NY, Marketing Ethics/Advertising Standards Organizations and AAAA's Advisory Council. ■

Our work

Charities and other non-profit organisations all operate in highly competitive markets. They need professional strategic and creative assistance at least as much as the most red-blooded of private-sector companies. Yet such funds as they have are desperately needed by the causes they're fighting for.

All round the world, WPP companies are helping to bridge this gap, working for nothing or at cost. Nobody knows the precise number of pro bono campaigns handled by all our companies: it runs into thousands. These pages highlight just a few of those campaigns. They give vast satisfaction to those of our people who willingly donate their time and talent. We wish we could publicly honour them all.

WPP company: Y&R Sydney**Beneficiary: Greenpeace**

Y&R Sydney's pro bono campaign for the environmental pressure group Greenpeace helped to raise awareness about the environmental benefits of renewable energy.

The campaign was based on the concept that 'Anyone can save the world'. It urged people to make a difference and use their own 'super-powers' by voicing their opinions to Government, asking them to support legislation for greater use of renewable resources.

Everybody involved in producing the campaign including illustrators, Y&R Sydney and the media owners gave their services free of charge.

WPP company: Landor Cincinnati**Beneficiary: National Underground Railroad Freedom Center**

The National Underground Railroad Freedom Center is a new museum on the banks of the Ohio River in downtown Cincinnati, Ohio, USA. The museum tells the story of the struggle to abolish slavery and in particular the Underground Railroad, a system of help and support which enabled many slaves to escape to freedom.

The Freedom Center views itself as much more than a museum. It is a place for learning and education that aims to inspire new generations of people in the continued quest for freedom.

Landor Cincinnati developed an advertising campaign to build awareness and interest in the National Underground Freedom Center, and promote its grand opening in 2004.

The campaign uses the building as the main visual in its executions. The imagery creates awareness that the National Underground Railroad Freedom Center is a tangible 'bricks and mortar' site that will be opening soon. The copy elevates the purpose of the building – it becomes a living, breathing entity capable of influencing hearts and minds.

WPP company: JWT Johannesburg**Beneficiary: Community Policing Forum**

Posters in shopping trolleys were the unusual media format used by JWT Johannesburg to support a local community's drive against crime.

The posters carried the message 'Help put criminals where they belong' and were part of a campaign organised by the Community Policing Forum (CPF), a non-profit community policing organisation.

CPF organises patrols by 'bobbies on the beat', who act as an extra set of eyes and ears, helping the police tackle crime. The visibility of the bobbies acts as a deterrent to would-be criminals and their presence has helped to reduce crime levels in the area.

The shopping trolley posters were part of CPF's efforts to talk directly to residents in the stores that they frequent, to make them aware of the bobbies on the beat and inspire them to get more involved in tackling crime.

WPP company: Wunderman US**Beneficiary: New York Philharmonic Orchestra**

The New York Philharmonic is one of the oldest and most famous symphony orchestras in the world. It plays an important role in American musical life and development, for example through championing the work of new composers and scheduling free concerts to raise the profile of classical music.

During 2002–2004 Wunderman US conducted a pro bono branding campaign and research study for the Philharmonic to increase attendance at performances and boost revenues.

The research enabled the Philharmonic to build a detailed profile of its key audiences and the people most likely to be loyal members. It also looked at the type of communications needed to reach these groups in the most targeted and effective way.

Wunderman also developed an overarching branding campaign for the orchestra, including targeted marketing for existing and potential high-value customers.

The value of the pro bono work by the agency is estimated at around \$50,000 and, as a result of the campaign, targeted subscriber rates are up.

WPP company: JWT Manila**Beneficiary: UNICEF**

JWT Manila has been working with UNICEF on a campaign to combat Iodine Deficiency Disorder (IDD) in the Philippines.

IDD is a serious but preventable condition. Left unchecked it can lead to severe mental or physical disabilities but can be easily prevented by using iodised salt in cooking.

A TV and radio campaign was developed to teach the public about the potential effects of IDD and how to prevent it. The campaign also targeted retailers reminding them that it is illegal to sell non-iodised salt in the Philippines.

Since the campaign began the percentage of people using iodized salt has increased from 24% to 75%.

WPP companies: Bates Singapore, 141 Singapore and Indochina**Beneficiaries: Singapore Red Cross, The National Volunteer & Philanthropy Centre and Mainly I Love Kids**

Bates Singapore, 141 Singapore and 141 Indochina developed a joint pro bono campaign for three charities in Singapore.

The campaign highlighted the many ways Singaporeans can give something back and help those less fortunate than themselves. Using the strapline 'It doesn't take much to be someone's hero; just do what you do best', the companies developed TV, print and outdoor media advertising. The aim was to change attitudes towards volunteering and show that charity is not just about donating money – participation can count for a lot more.

The charities supported were the Singapore Red Cross, The National Volunteer and Philanthropy Centre (NVPC), and MILK (Mainly I Love Kids) an organisation funding education, therapy and medical treatment for disabled and chronically-ill children. The campaign also included direct marketing material and a photo competition for the Red Cross, encouraging people to send in images of charity in action.

In total the companies gave time worth approximately £25,000 to develop the campaign which helped to increase awareness and volunteer numbers.

WPP company: Research International Brazil**Beneficiary: Centro de Valorização da Vida (CVV)**

Centro de Valorização da Vida (CVV) is a Brazilian charity providing support and a listening ear to people in distress who may be contemplating suicide.

During 2003, Research International conducted market research for CVV to help it assess the support it provides to young people and determine how it can best position itself to help this important but sometimes neglected audience.

The study, which Research International conducted on a pro bono basis, looked at CVV's current approach to young people, the issues facing youth in Brazil today and awareness about CVV among this audience. It highlighted some of the problems facing young people, such as stress and loneliness, and the difficulties they may have in expressing their emotions. The research showed the important role CVV can play in providing support to this group and the need to improve its visibility among young people, as well as recommending the best approach for CVV to take.

WPP company: Cole & Weber/Red Cell US**Beneficiary: American Civil Liberties Union**

The American Civil Liberties Union is dedicated to protecting the rights and liberties established in the US Constitution.

The organisation depends on donations from members, individuals and foundations to fund its work. In its Washington Chapter, membership was least active among young people, an important audience needed to support its work into the future.

Cole & Weber/Red Cell developed the Freedom to Differ campaign, to demonstrate the positive impact ACLU has on society and its relevance to young people's lives.

The work was done on a pro bono basis and other companies also got involved donating photography and network time for the ads to air free of charge.

The campaign inspired a new group of young supporters and led ACLU to review their national online and advertising strategies.

WPP company: JWT Specialized Communications US**Beneficiary: Nurses for a Healthier Tomorrow**

JWT Specialized Communications (JWTSC) has been collaborating with the Nurses for a Healthier Tomorrow (NHT) programme since 2002. NHT is tackling America's chronic nursing shortage by encouraging young people to consider a career in nursing.

JWTSC initially developed an advertising campaign to target students as they evaluate their career options. The success of this campaign prompted further pro bono work for NHT encouraging qualified nurses to become nursing teachers.

A survey by the American Association of Colleges of Nursing found that US nursing schools had to turn away more than 11,000 suitable applicants in 2003 due to a shortage of nursing teachers. JWTSC's campaign highlighted the exciting career opportunities for nursing teachers, and the importance of passing on their academic knowledge and experience gained through clinical practice.

The ads conveyed the personal satisfaction and rewards nurse educators get from their jobs through first-person testimonials from existing nursing teachers.

The campaign reached a readership of over 1.8 million and resulted in a dramatic increase of nearly 200,000 visitors to the NHT website.

WPP company: Leonhardt:Fitch US**Beneficiary: Gilda's Club**

Leonhardt:Fitch developed and designed the notes and cover for the *Voices for Gilda* CD. This specially recorded compilation, was sold to raise money for the Gilda's Club network of 'Clubhouses'. Clubhouses are meeting-places where men, women and children suffering from cancer and their families and friends can come together for social and emotional support.

Gilda's Club is named in honour of Gilda Radner who died of cancer in 1989 and in recognition of all the support she received during her illness. Gilda's Club now has around 15,000 members in 16 club houses across North America.

Leonhardt:Fitch also created the release party invitation, banners and signage for the CD's launch.

WPP company: Mendoza Dillon US**Beneficiaries: PTA, Partnership for a Drug Free America, Aspira**

Mendoza Dillon, a WPP Hispanic advertising agency, uses its specialised skills and knowledge of Hispanic marketing to support a range of good causes.

Recent pro bono work by the agency includes:

- A campaign for the PTA, encouraging Hispanic parents to get involved in their children's school. Research shows that kids do much better in school when their parents are involved in their education. The campaign elicited a huge response with stocks of information material running out in weeks. The AdCouncil which co-ordinated the programme has now asked the agency to develop a follow-up campaign.
- TV and press advertising for the Office of National Drug Control Policy and the Partnership for a Drug Free America. This early intervention campaign encourages Hispanic parents to speak to their children about drugs and alcohol early on to help prevent drugs use and dependency. This is Mendoza Dillon's third campaign for the PDFA.
- A print and direct marketing campaign for Aspira, a Californian foster care agency, to encourage more Hispanic couples to become foster parents.

WPP company: Enterprise IG Johannesburg and Sweden**Beneficiaries: Hospice, Kemikalieinspektionen and Skota Hem**

Hospice is a non-profit organisation providing physical and emotional care to terminally-ill people living in South Africa.

Its services are available to anyone who needs them, regardless of their age, social circumstances or ability to pay. It employs teams of doctors, nurses, social workers and psychologists to provide holistic care to patients as well as counselling services for bereaved relatives.

Enterprise IG Johannesburg, WPP's branding and identity company, has supported Hospice on a pro bono basis for the last three years.

The company has developed a unified visual identity for Hospice and its network of hospices around South Africa, as well as supporting the

organisation's fundraising events by designing invites, menus and programmes.

Enterprise IG's Swedish office, Brindfors Enterprise IG, also supports a range of organisations through pro bono work. For example, it has developed a logo and corporate identity for Skota Hem, a sailing club giving disabled adults and children the chance to discover the joy of sailing. The office has also undertaken work for Kemikalieinspektionen, the Swedish chemicals inspectorate, developing a symbol for use as a warning sign on substances containing dangerous chemicals. The symbol was adopted by the United Nations for use worldwide.

WPP company: RKCR/Y&R London

Beneficiary: Womankind

One in four women in the UK will suffer from domestic violence at some point in their life. However, most people are not aware of how serious and widespread this problem is, since victims are often too scared to talk about their experiences.

The charity Womankind campaigns against domestic violence and has run the White Ribbon Campaign, an annual fundraising event, since 1998. But by 2001, awareness about the event was still low.

So for the past two years, RKCR/Y&R has produced pro bono advertising to promote the campaign.

RKCR/Y&R visited a number of women's refuges to speak to counsellors and victims as well as conducting research among the general public to understand perceptions of domestic violence. The campaigns included a 60-second cinema ad, national poster campaign and a series of striking magazine adverts in target media.

No funding was available for either campaign so everyone involved in developing, producing and placing the ads donated their services and time to the cause at no cost.

The award-winning campaigns generated free publicity on TV and in the press and helped to double the number of White Ribbons distributed. Many businesses and retailers have now got involved in helping to distribute the Ribbons.

WPP company: Sudler & Hennessey Milan and Frankfurt

Beneficiaries: San Patrignano and the Federal Association for Eating Disorders

San Patrignano is a unique community in Italy helping drug addicts to overcome their addiction and rebuild their lives. It provides professional training enabling members to learn new jobs and skills and reintegrate into society.

Residents work on a range of projects, learning to produce goods such as furniture, wine and cheese. These are sold and the proceeds used to run the Community and ensure that residents can get the help they need without having to pay for it.

Since 2001, Sudler & Hennessey Milan has provided support to San Patrignano worth around €150,000. This includes:

- A print campaign highlighting the Community's work and rehabilitation programmes.
- Branding for the Community's produce as well as brochures and labels to help boost sales.
- Training courses in graphic design as part of the rehabilitation programmes offered to residents.

The company is also working on a fee basis with San Patrignano and other NGOs on a national anti-drug campaign for the Italian government.

In Germany Sudler & Hennessey Frankfurt has provided pro bono work worth around €350,000 to Aktion Waagemut, a group of charities supporting people with bulimia and anorexia.

The campaign, which has been running since 2002, is helping sufferers to find the right therapy and care and raising awareness among key audiences such as parents and schools via a hotline and website.

WPP company: JWT Brazil

Beneficiary: Museum of Contemporary Arts

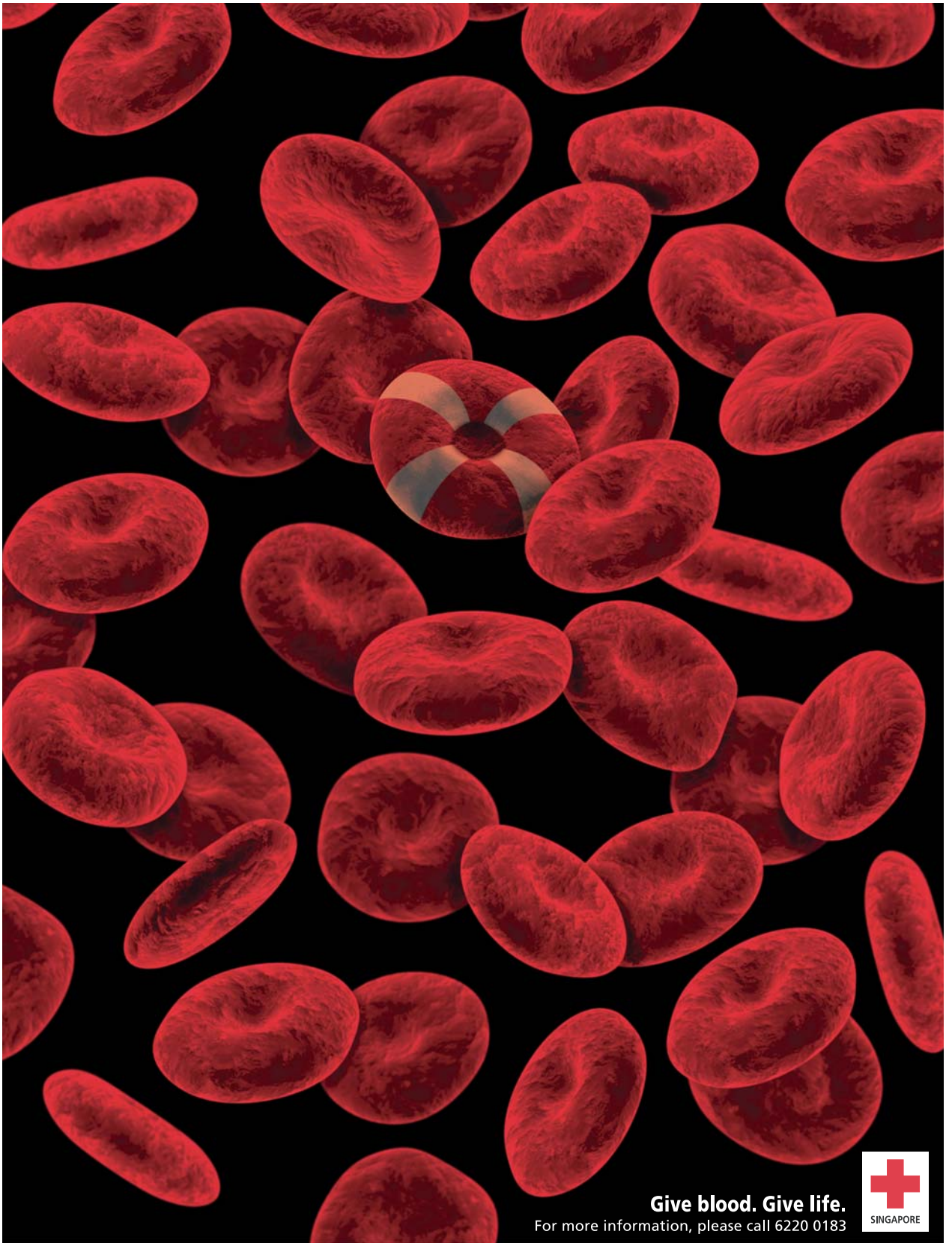
JWT Brazil produced the first ever book profiling the important collection at the Museum of Contemporary Arts in São Paulo and the building's famous architecture. ■



JWT Brazil
Alcoholics Anonymous



ALCOHOLICS ANONYMOUS: (11) 3315-9333.



Give blood. Give life.

For more information, please call 6220 0183

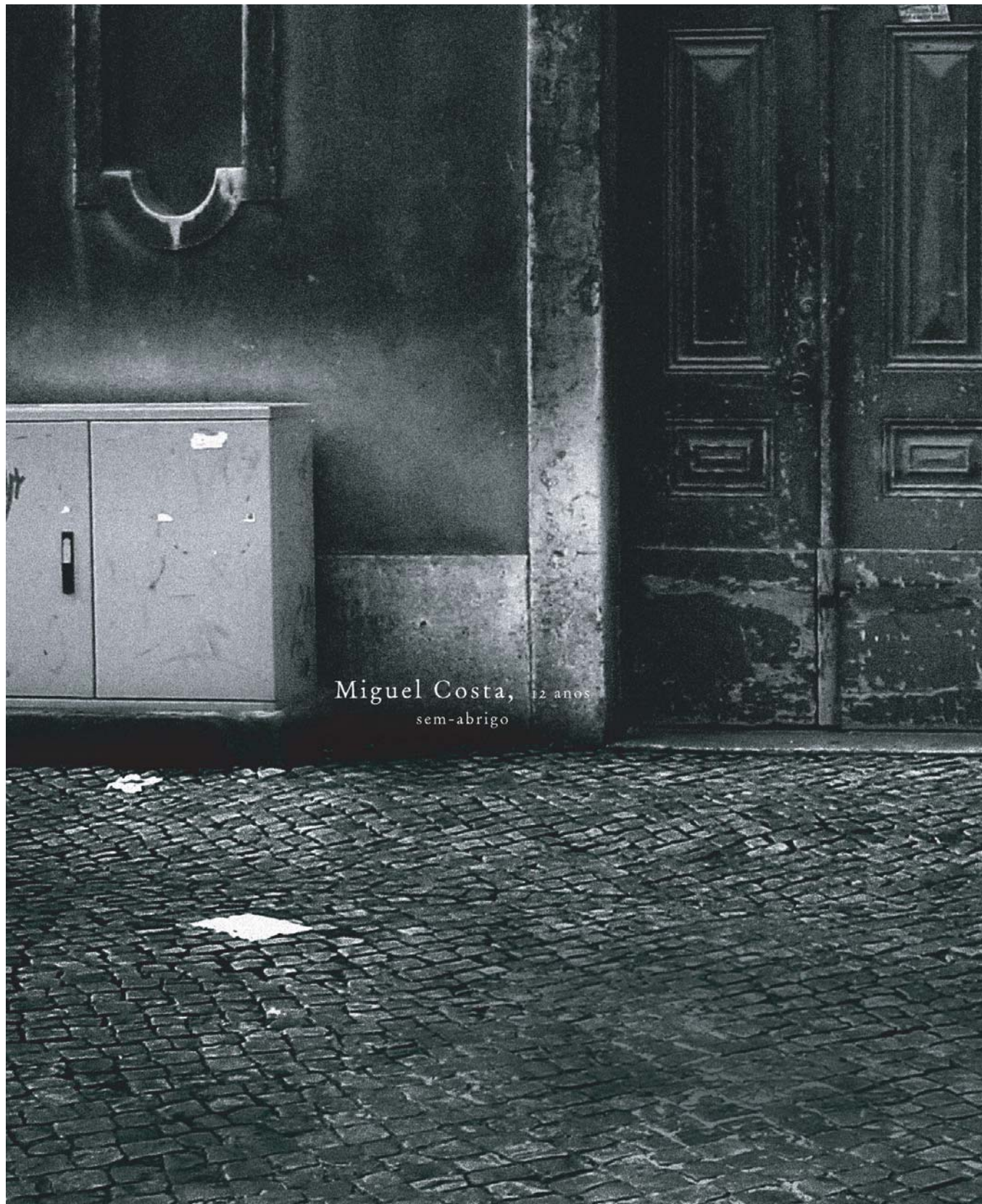


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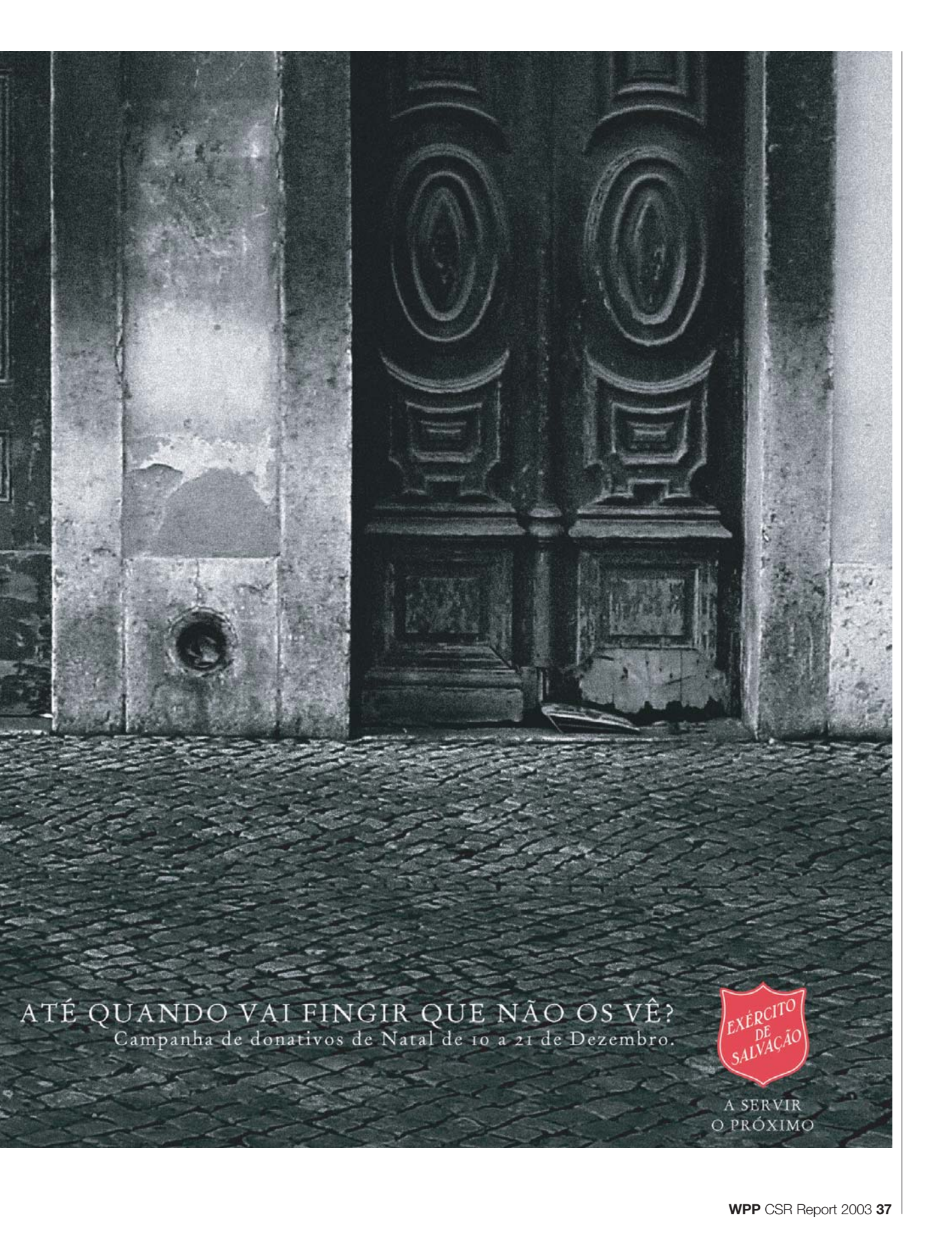
Wedding Band



Ogilvy Chicago Steppenwolf Theatre



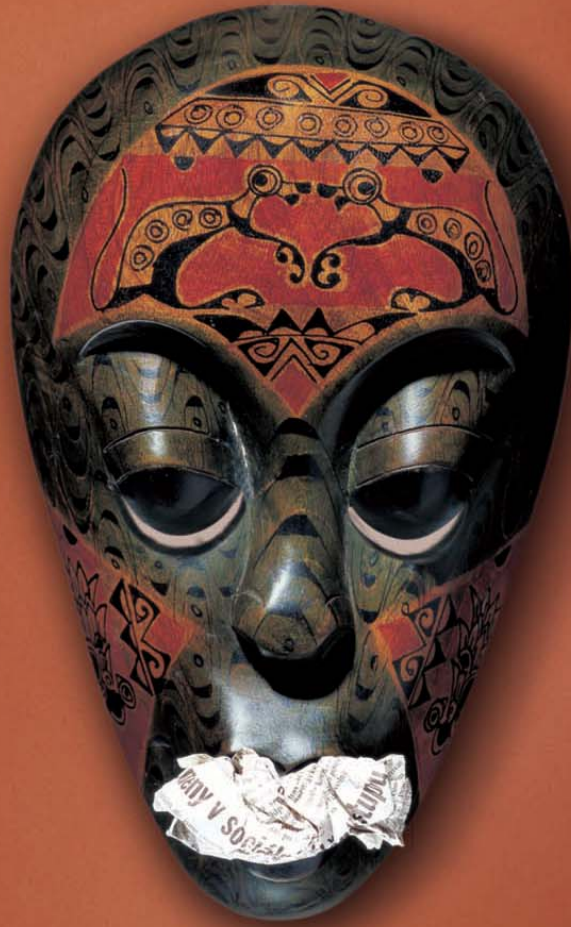
Miguel Costa, 12 anos
sem-abrigo



ATÉ QUANDO VAI FINGIR QUE NÃO OS VÊ?
Campanha de donativos de Natal de 10 a 21 de Dezembro.



A SERVIR
O PRÓXIMO



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WHY DO WE KEEP QUIET ABOUT THE PRESENT?



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Landor San Francisco YWCA





Ogilvy New York Teen Pregnancy



USELESS





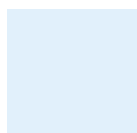


“Capturées par milliers dans les filets de pêche, chassées pour leur chair et leurs écailles, les tortues marines sont devenues particulièrement menacées depuis ces dernières années. Aujourd’hui il est encore possible de les observer dans les eaux des collectivités françaises d’outre-mer. Mais pour combien de temps encore ? Pour les sauver de la disparition, nous nous devons d’agir ensemble dès maintenant. Le patrimoine naturel est un héritage pour nos enfants, que personne n’a le droit de brader.” *Pascal Légitimus. Comédien, membre du Comité de Soutien Outre-Mer.*

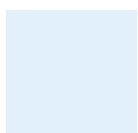
ENVOYEZ VOS DONNS AU WWF-FRANCE 188, RUE DE LA ROQUETTE 75011 PARIS-TEL. 01 55 25 84 84.



© 1994 by Susan Middleton and David Littschwager. *Ogilvy*



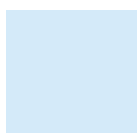
bleu pâle



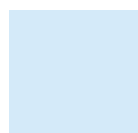
bleu d'eau



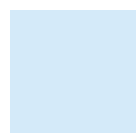
bleu nuage



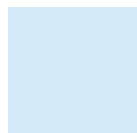
bleu de choisy



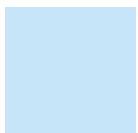
bleu glacier



bleu roche



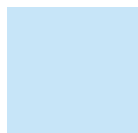
bleu de cire



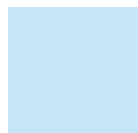
bleu ciel



bleu de lin



bleu pastel



bleu faïence



bleu celèste



bleu quartz



bleu citrin



bleu de grèce



bleu mithril



bleu muse



bleu chrystal



bleu reine



bleu de sicile



bleu diamant



bleu modise



bleu de paon



bleu horizon



bleu d'iran



bleu tropique



bleu solaire



bleu océan



bleu cadignan



bleu couronne



bleu phoebus



bleu du sud



bleu lune



bleu agota



bleu dragon



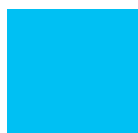
bleu alizée



bleu mercure



bleu ardoise



bleu de Lyon



bleu icare



bleu perle

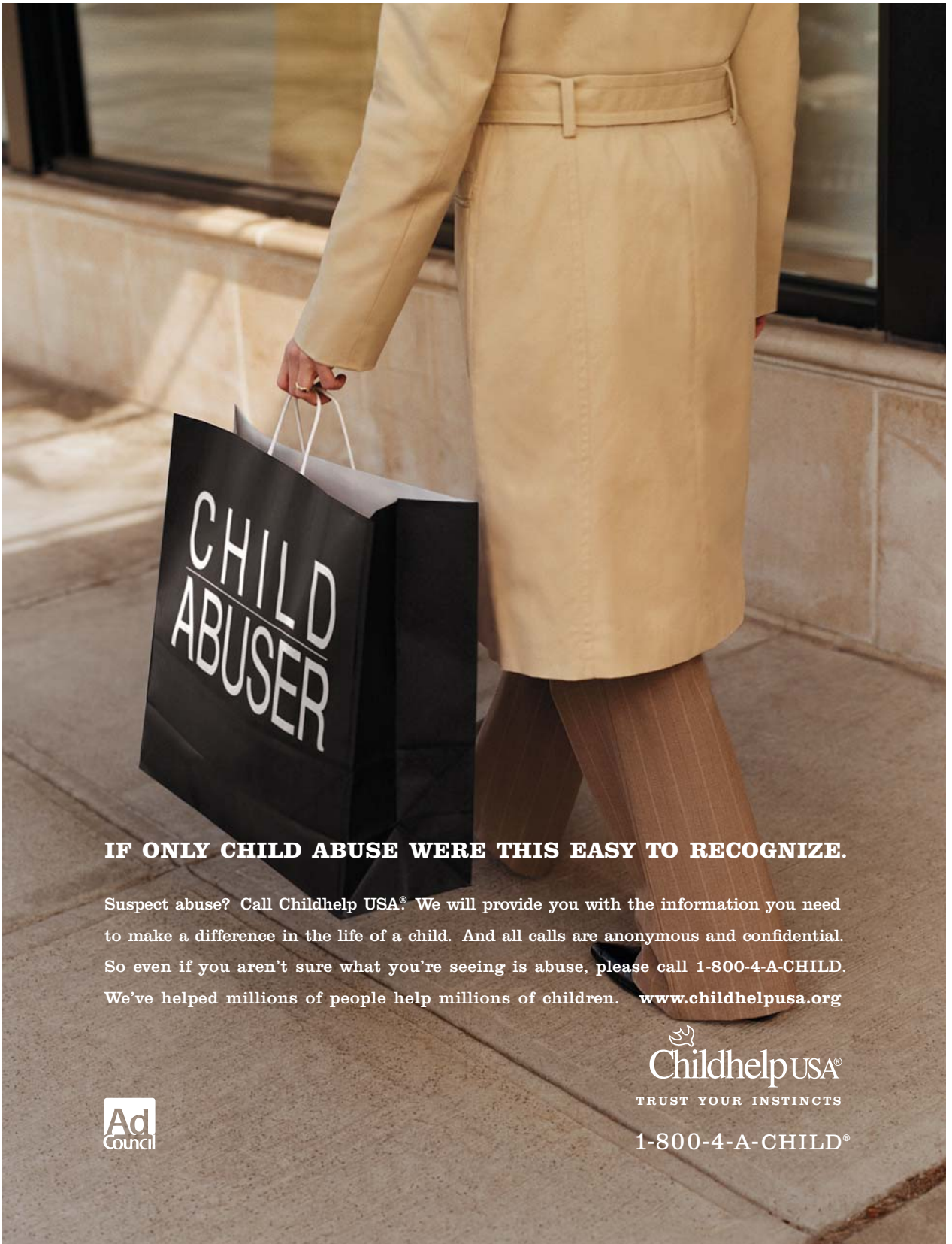


bleu cyan

19 novembre 2002 : catastrophe du Prestige. Un an déjà et toujours 17 000 tonnes de fioul dans la mer ainsi que des arrivages réguliers sur nos plages. Parce que rien n'a bougé depuis, agissez avec nous et adhérez sur www.surfrider-europe.org.

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1-800-4-A-CHILD®

A CRIMINAL CAUGHT HIM

IN THE JUNGLE.

A CRIMINAL SOLD HIM TO

A RESTAURANT.

A CRIMINAL KILLED HIM.

DON'T BE THE CRIMINAL

THAT EATS HIM.



There are over a hundred and twenty endangered species in Vietnam and many of these are served as dishes in restaurants. Don't be the criminal that encourages this brutal trade. Protect Vietnam's unique wildlife heritage.



**I'M KICKED,
SHOUTED AT AND
PUSHED AROUND**

**(When you're a top striker
it comes with the territory)**

We're not looking for sympathy.

We're looking for coaches, transport, sponsorship and supporters.

Special Olympics Annual European Football Week, the tournament designed for footballers with learning disabilities, kicks off on April 22nd.

To play your part or give a donation call 0845 166 4381.

2003

The European Year of People with Disabilities

EUROPEAN
FOOTBALL WEEK



**Special
Olympics**

SUPPORTERS WANTED



sentenced to forced labour



Festival of Trees

Good people make the world better!

December 4th

Christmas Trees Festival raises money for kids forced to beg, to wash windshields, to sell, to sell themselves, to work no matter what or where just to produce money.

Contributions: 2511.31-2603.5 (ROL),
BCR, Sucursala Plevnei.



Save the Children

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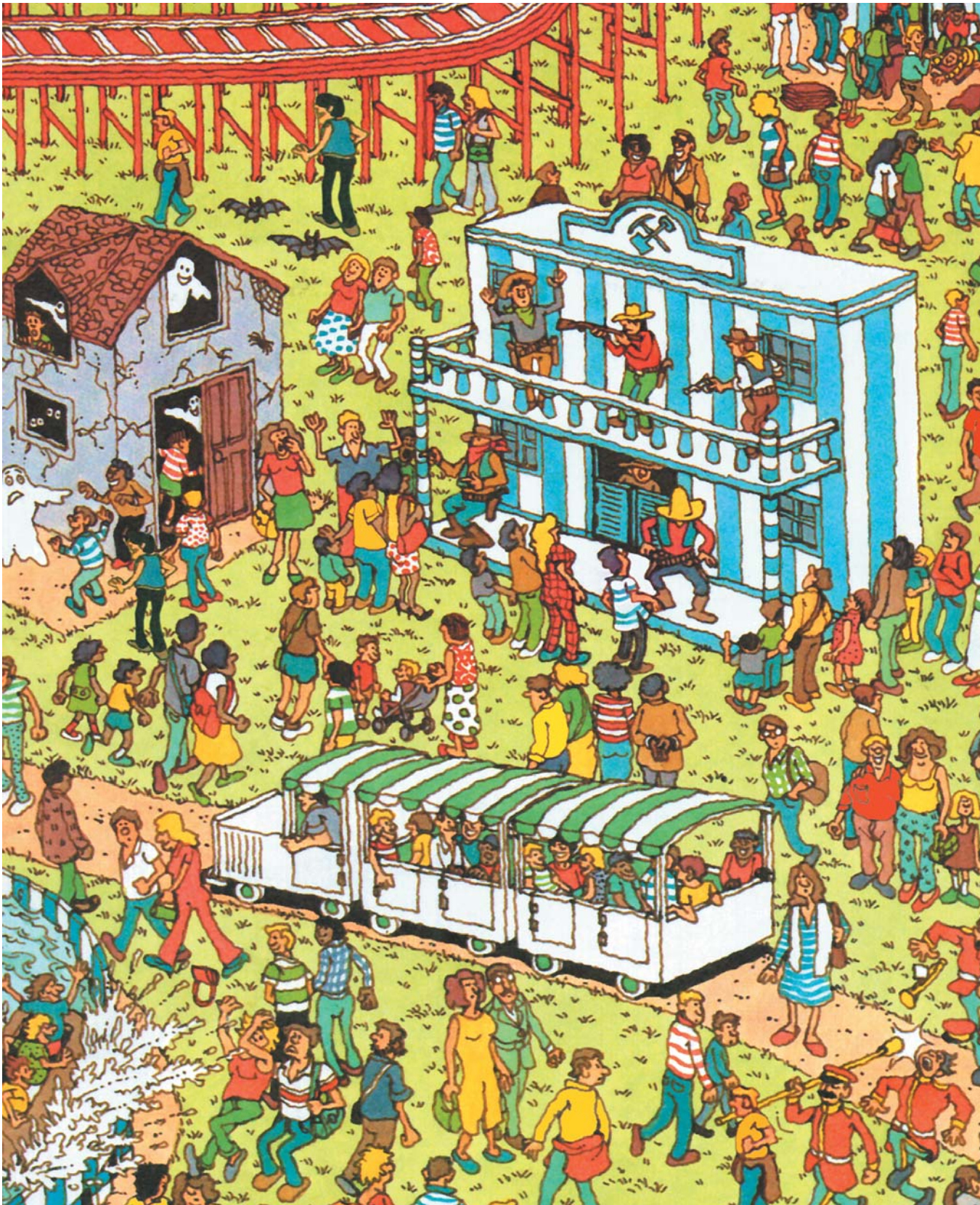




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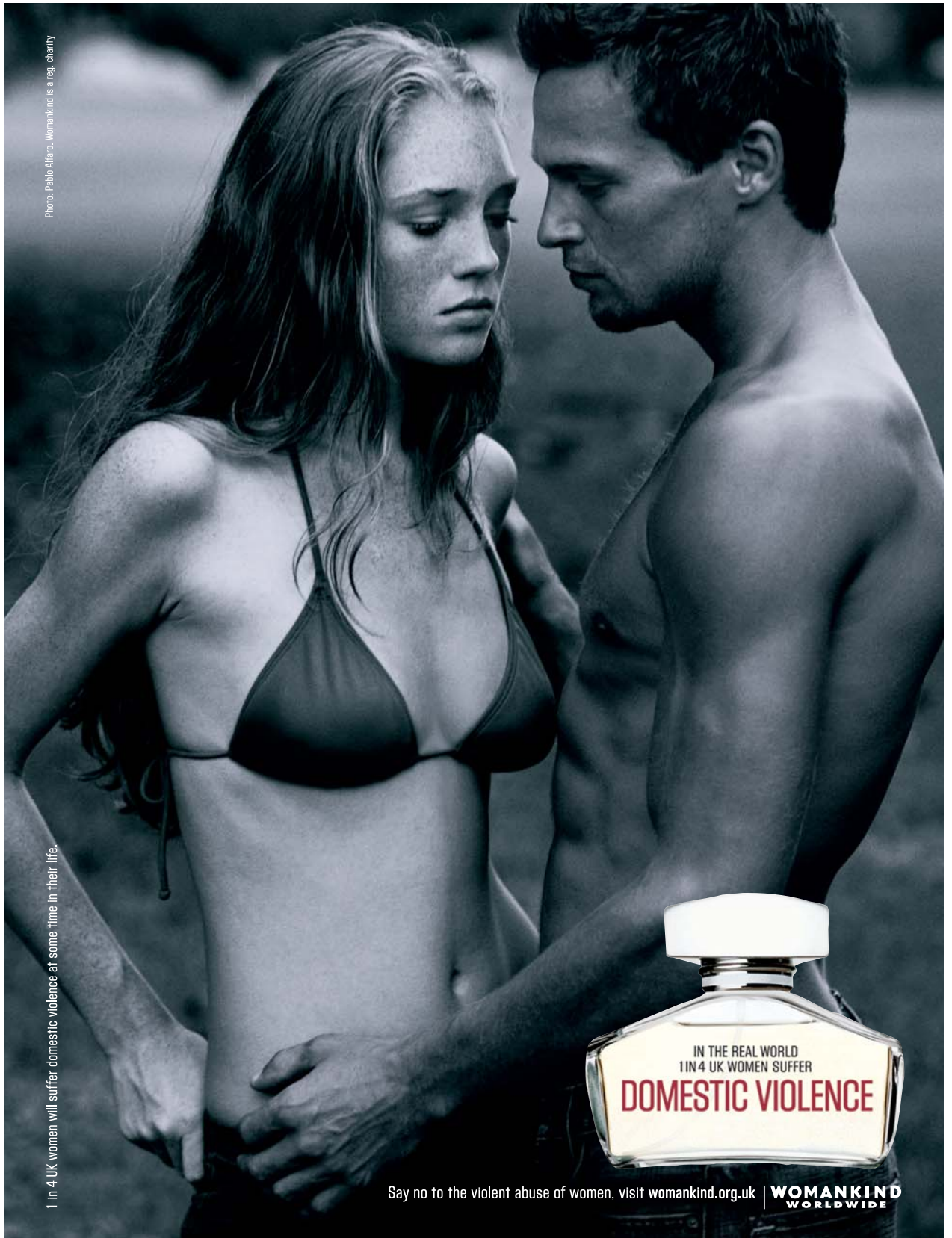
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Contact points

Feedback

We welcome your views on any of the information in this Report or CSR at WPP. Send us an e-mail at: csr@wpp.com

Further information

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