

# INNOVATE RECONCILIATION ACTION PLAN

MAY 2024–  
MAY 2026





Jordan Ardler is a member of the La Perouse Aboriginal community and she identifies with the Bidjigal Clan group. Her craft is informed by her connection to culture and her community. She is committed to creating artwork that reflects the community's values, stories, experiences and beliefs.

WPP's relationship with Jordan commenced in late 2021 when she was commissioned to create the Reflect artwork for the 2022-2023 Reflect Reconciliation Action Plan.

We are pleased to honour this relationship with a new commission for our 2024-2026 Innovate Reconciliation Action Plan artwork.

#### **"INNOVATE" BY JORDAN ARDLER, ACRYLIC ON CANVAS**

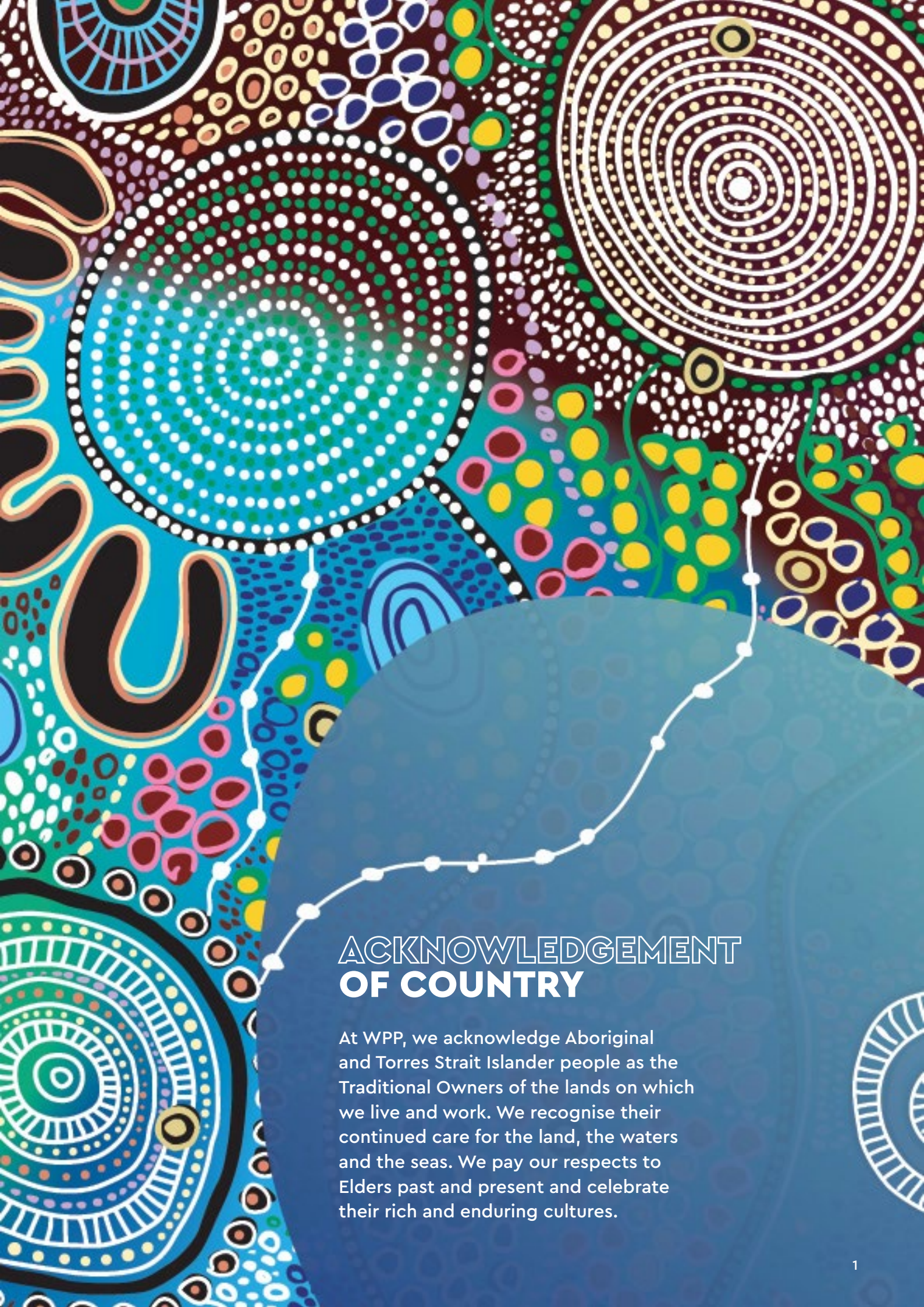
Innovate is a symbolic and meaningful interpretation of the many points of connection and collaboration WPP nurtures. Always being open to progress, acknowledgement of the journey taken and to come and the importance of our connected partnerships with our people, the planet, our clients and communities.

The ever changing flow of colour follows two journey stories. The first, through the ocean waters of the Pacific, Indian and Great Southern Oceans, supporting the connection between our Australian and Aotearoa New Zealand bases.

The second, a representation of the day and night skies, connecting us from above.

The moon is represented top right, in the dark red section. Jordan's interpretation is that it doesn't matter where you are, you can look up and see the moon, which connects us all. The centre circle in a similar style, represents the sun, giving life and light from above.

There are two circle motifs, edged by four people (U-shape) each representing Australia and Aotearoa New Zealand. There are many connections between these symbols, including the white lines with dots at regular intervals. This line design describes the aircraft flight path.



## ACKNOWLEDGEMENT OF COUNTRY

At WPP, we acknowledge Aboriginal and Torres Strait Islander people as the Traditional Owners of the lands on which we live and work. We recognise their continued care for the land, the waters and the seas. We pay our respects to Elders past and present and celebrate their rich and enduring cultures.



# MESSAGE FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends WPP on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for WPP to expand its understanding

of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, WPP will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering



consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. WPP is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals WPP's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations WPP on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# WELCOME

In 2022, we launched our first Reflect Reconciliation Action Plan (RAP), outlining our commitment towards a more diverse, equitable and inclusive future – with reconciliation at the heart of our ambitions.

In this first year, we connected as a team across WPP to build awareness of First Nations cultures and better understand the role we must play in support of a fair and equitable Australia.

Fundamental to our Reflect RAP was the delivery of learning opportunities for our people to build awareness of our nation's history and deepen respect for First Nations communities. In 2022, more than 250 of our people participated in cultural competency training with the Aboriginal-owned organisation, The BlackCard. Many more have participated in RAP discussions, attended presentations about our RAP commitments, joined in NAIDOC Week activities and completed online learning modules, all with the desire to listen and learn.

We also delivered our first cultural immersion experience, bringing together team members across

companies and disciplines to connect on Country. In speaking with the group, there was a resounding acknowledgement that this experience, put simply, was life-changing. You can read more about this from one of our participants further in this RAP document.

In 2022, we launched a partnership with the Australian Museum to support the development of their newly created Burra Learning Space.

This education and play space demonstrates how science and culture can actively support and enrich one another in new, ground-breaking ways while educating audiences on how to care for

Country. Since opening in July 2022, Burra has welcomed over 1.2 million visitors – from family groups and students to educators, demonstrating its significant impact.

For us, embarking on the RAP program, developed by Reconciliation Australia, has always been about moving from good intentions to action. As the world's creative transformation company, our work is about creating meaningful change: using the power of creativity to build better futures for our people, planet, clients and communities.

Our work with clients to create impactful ideas and communications that are respectful, inclusive and culturally appropriate is ever-evolving. In this RAP, we showcase recent examples of work that celebrates First Nations' connection to Country. These examples stand among many from within WPP, each taking inspiration from Aboriginal and Torres Strait Islander cultural iconography and storytelling to shape how we communicate.

This is just the start of what we believe we can do to create impact and real change in educating our team on First Nations cultures.

I am pleased to introduce WPP's Innovate Reconciliation Action Plan, a two-year commitment that will extend our reach and perspectives to build First Nations cultural thinking into our client offering. The passion and commitment of our people is what creates real change at WPP. This Innovate RAP outlines our ambitions and it will be the experiences and stories we share that will mobilise our efforts for a better future. Our commitments are built around the five key dimensions of reconciliation:

- **Race relations** – We will not tolerate racial injustice at WPP. We are committed to helping all Australians understand and value Aboriginal and Torres Strait Islander cultures, rights and experiences, as well as those of other non-indigenous cultures, thereby creating stronger relationships based on trust and respect.
- **Equality and equity** – Our mission is to build and foster an inclusive culture of belonging, one that is equitable and respectful of diverse thought and individual expression. We celebrate our differences: race, religion, national origin, colour, sex, sexual orientation, gender identity or expression, age, disability, background, lived experiences and more. We work in partnership with our people, our clients and our communities towards a more inclusive society. In Australia, this includes ensuring Aboriginal and Torres Strait Islander peoples participate equally.
- **Institutional integrity** – As an industry leader, WPP took an affirmative stance on The Voice referendum, releasing our public commitment to the Uluru Statement from the Heart. We will continue to advocate for the advancement of Australia's First Nations people, their culture and communities – both internally and through our work.
- **Unity** – At WPP, it's our people who make the company and what we do, extraordinary. Being the employer of choice for all is central to our people strategy. This means hiring and retaining exceptional, diverse talent – the kind of people who are drawn to WPP by our purpose of building better futures. It is why we put the principles of diversity, equity and inclusion at the centre of everything we do, from how we hire and grow our people, to how we ensure our philosophy on performance management prioritises fairness and equity. Our ambition is to create workplaces where our people feel not only that they have opportunities to thrive, but also that they are celebrated. We will offer every person the opportunity to learn, grow and do exceptional creative work, surrounded by leaders and colleagues who are inclusive and kind. We believe that ultimately diversity and difference will combine to produce extraordinary creativity, manifested in the work we do for our clients and the impact we have on the world.
- **Historical acceptance** – Engaging with First Nations communities and organisations to recognise, share and accept Australia's history.

We are optimistic about our future, whilst acknowledging the very real work we need to do to be part of substantive change. This year, I look forward to further developing our awareness within leadership teams and building advocacy across everything that we do. We will continue to reflect on our experiences as we walk hand-in-hand with First Nations communities to build a better future for all.

**Rose Herceg**

President, Australia and Aotearoa New Zealand, WPP

# OUR VISION FOR RECONCILIATION

Our vision for reconciliation is for our Australian cultural and creative landscape to be enriched by Aboriginal and Torres Strait Islander histories and knowledge, where the stories we share reflect the diversity and experience of all Australians.

It is our ambition:

For our **PEOPLE** to learn First Nations' cultural practices of respect, relationships and wellbeing.

To use creativity to play our part in realising a more sustainable future for the **PLANET** and in turn, Country.

For our work with **CLIENTS** to better reflect the stories and experiences of underrepresented voices and support their efforts to amplify informed messaging.

For our **COMMUNITIES** to work in partnership with First Nations communities for more prosperous outcomes.

**We call for a united identity for all Australians, one which celebrates rich cultural diversity as a promise of deep connection, not division.**



# ABOUT WPP

## WPP IS THE CREATIVE TRANSFORMATION COMPANY.

We use the power of creativity to build better futures for our people, planet, clients and communities.

WPP is the world's largest marketing communications services company and the largest buyer of advertising space. We provide a modern, integrated offer of communications, experience, commerce and technology services across digital and traditional platforms.

### WPP GLOBALLY:

- 110,000+ talented people working in 100+ countries across the globe
- 47 sustainably designed campuses around the world by 2025, accommodating 75,000 people
- GBP £14.8bn in revenue globally<sup>1</sup>
- Ranked most effective communications company in the world by Effies in 2023. Named top creative and media company in the world in the WARC 100 list.

### WPP IN AUSTRALIA AND AOTEAROA NEW ZEALAND:

- A team of ~2,800 people<sup>2</sup>, of which ~2500 are based in Australia
- We are the only communications company featured on Diversity Council Australia's Inclusive Employer Index
- WPP is made up of the following key agencies in Australia and Aotearoa New Zealand: AKQA, Burson, EssenceMediacom, GroupM (holding group), Hogarth, Landor, Mindshare, Ogilvy, Wavemaker and VML.
- Our offices sit on the lands of:
  - The **Gadigal** people and the **Cammeraygal** people of the Eora Nation in Sydney;
  - The **Turrbal** and **Yuggera** people of Meeanjin Country in Brisbane;

- The **Bunurong Boon Wurrung** and **Wurundjeri Woi Wurrung** people of the Kulin Nation in Melbourne;
- The people of **Kaurna** Country in Adelaide;
- The **Ngambri** people of Ngunnawal Country in Canberra;
- And the **Noongar** people of Whadjuk Country in Perth.
- Our Aotearoa New Zealand offices are located in **Tāmaki Makaurau**, Auckland and **Te Whanganui-a-Tara**, Wellington.

1. Reference: WPP 2023 Annual Report.

2. Due to data privacy regulations, our ethnicity data is collected on a voluntary basis only. As it does not capture all employees, it should only be used in an indicative way: approximately 1% of our staff declare themselves as either Aboriginal and/or Torres Strait Islander people. We are updating our internal data collection processes to ensure greater visibility moving forward.

# OUR COMMITMENT TO ANTI-RACISM

On 17 June 2020, WPP announced a series of commitments to advance racial equity and invest in Black talent. Below is a summary of the progress we have made against these global commitments.

## COMMITMENT #1:

We will take decisive action on each of the 12 points in 600 & Rising's "Call for Change" open letter to the industry from more than 1,200 Black advertising professionals; complete a fundamental review of our hiring, retention, promotion and development practices; and publish our racial diversity data.

- 1. Make a specific, measurable and public commitment to improve Black representation at all levels of agency staffing, especially senior and leadership positions.**
- 2. Track and publicly report workforce diversity data on an annual basis to create accountability for the agency and the industry.**

We launched Count Me In in 2023, a demographic survey to help us better understand our people and how they identify and to understand the representation challenges we face to inform new programs, policies and initiatives that will help create a culture within which everyone can thrive.

We will continue focusing on hiring, retaining and promoting people from historically excluded groups at all levels across WPP.

- 3. Audit agency policies and culture to ensure the environment we work in is more equitable and inclusive to a diversity of backgrounds and perspectives.**

In 2021, we launched our first annual global company-wide survey. In 2022, we received more than 72,700 responses across more than 100 countries and over 83,000 responses in 2023. This showed what our people want most from WPP: fulfilling careers, where they grow and discover new ways of working and learning, the opportunity to contribute to inspiring work that creates impact for their clients and a sense of belonging at a company they are proud to be part of.

These surveys will continue to provide people with the chance to give honest, unfiltered feedback on everything about their experience as an employee within the WPP network.

- 4. WPP has a mandatory online training program which all our people are required to complete on an annual basis. The program comprises five modules: How We Behave, Business Integrity, Safer Data, Sustainability and Belonging.**

In addition, WPP's Business Integrity team organises in-person and video call training sessions, townhalls and workshops throughout the year on topics such as racial equity to educate and inspire positive action.

Our Inclusion as a Skill learning experience equips every people manager across the organisation with the behaviours and practices needed to build an inclusive culture. In 2023 we launched the program to everyone across WPP globally and in 2024 introduced a new, more accessible format available in multiple languages.

- 5. Extend agency outreach to a more diverse representation of colleges, universities and art schools.**

To embed DE&I into our hiring processes, we launched our diverse candidate slate policy in the US, UK and APAC. Our recruiters are actively seeking to present diverse candidates to their hiring managers by ensuring that roles are marketed and accessible to candidates from diverse backgrounds; historically excluded groups are targeted, for example, through marketing to professional networks for those groups; and job descriptions are created in an inclusive way that does not exclude or deter certain groups from applying. We are already seeing improvements in our senior executive diverse hiring due to this policy.

- 
- 6. With support from WPP's Racial Equity Program, WPP and The One Club for Creativity launched ONE School UK. This 16-week online portfolio program is designed to unlock potential and open doors for Black creatives into our industry.**

Black creatives from all walks of life are invited to apply to the program, which launched in 2023. To date in the US, ONE School has brought over 100 new creatives into the advertising industry.

In the UK, we partnered with Brixton Finishing School to launch the UNInvisibility Project, which aims to offer opportunities for a future-proofed, digital career to mid-life women and women of colour who are traditionally under-represented in this field.

- 7. We have historically had a vibrant global ERG community, including dozens of active ERGs across our companies. WPP Roots is a professional network run by individuals who are passionate about championing greater ethnic and cultural diversity within the advertising industry, our agencies and our work.**

In 2024, we launched company-wide employee community groups to provide support systems and safe spaces for all employees with a shared identity or experience.

These communities are supported by our global network of Employee Resource Groups, making space within agencies for support, education and allyship.

- 8. We continue to expand development opportunities for employees of colour.**

One example is Elevate, a United States sponsorship program designed to provide tools to support high-potential Black women in their career growth, personal development and wellbeing. We launched this in the UK with 25 high-potential Black women graduating in the summer of 2022 and we are piloting the next iteration, SUMMIT, a year-long sponsorship program for people of colour, starting with Brazil.

- 9. From 2021, we have included diversity, equity and inclusion goals in our incentive plans for senior executives.**

Targets relate to improvements with respect to increased diverse representation at the senior management level and delivery of our people strategy inclusive of initiatives and programs aimed to attract, develop, retain and advance talent.

- 10. Create a diversity and inclusion committee, made up of Black and NBPOC employees, to inform the development of our policies.**

Our Global Inclusion Council was established in 2021 to advise WPP's CEO and Executive Committee on appropriate DE&I goals, recommend new systems and strategies and identify barriers to progress. It continues to convene.

- 11. Establish a diversity review panel to stem the spread of stereotypes in creative work and ensure offensive or culturally insensitive work is never published.**

We established our Diversity Review Panel in January 2021 for our people to raise any concerns regarding negative stereotypes in our work so we can ensure an inclusive approach to creativity.

- 12. Introduce a wage equity plan to ensure that Black women, Black men and people of colour are being compensated fairly.**

In 2022, we focused on introducing salary bands for all, which included our ethnically diverse workforce, meaning greater transparency – these were rolled out across the US.

# OUR COMMITMENT TO ANTI-RACISM CONTINUED

## COMMITMENT #2:

**We will use our voice to fight racism and advance the cause of racial equity in and beyond our industry.**

Our global platform and voice can be used to spark change far beyond our company through our work for clients and communities.

We have established a Diversity Review Subcommittee whose mandate is to prevent negative and harmful stereotypes in creative work and to help us avoid publishing offensive or culturally insensitive work. The subcommittee is chaired by Lindsay Pattison, our former Chief Client Officer and newly appointed Chief People Officer, consisting of members across EMEA, LATAM, North America and APAC, all of whom are also members of the Global Inclusion Council. In July 2020, we issued WPP's Commitment to Inclusiveness, Diversity and Anti-Racism in our Work, which includes our commitment to ensure that we do not perpetuate harmful, negative stereotypes in the content we create.

In collaboration with UniWorld, we created the Inclusive Marketing Playbook in December 2020 to enable WPP teams to put inclusive marketing principles and best practices front and centre when it comes to communications, marketing and new business projects. These actions – combined with the creativity of all our people – help us leverage our scale and influence to advance racial justice.

## Advancing racial equity through our work

Below are a few of the highlights:

- **Detroit Experience Studio | US** – Funded by WPP's Racial Equity Program and VML, in partnership with UniWorld Group and Makerhouse, Detroit Experience Studio aims to break down barriers preventing Black creatives from entering the industry. Detroit is considered one of the blackest cities in the US, with almost 90% of its BIPOC residents identifying as Black. Yet very few are entering the advertising industry. Detroit Experience Studio is a space for Black and Brown young people to maximise their potential through a free 10-week immersive program. Students can build their skills in marketing, advertising and design while gaining real-life experience. To help remove barriers to accessing the program, all expenses are paid and laptops and software are provided free of charge.
- **The One School | UK** – We partnered with The One Club for Creativity to launch ONE School UK, a free 16-week online portfolio program designed to open doors to a career in advertising for talented UK-based Black creatives from all walks of life. ONE School teaches students how to navigate the industry as a Black person. Courses are taught by Black tutors – including some from WPP agencies – and are designed to help students bring their authentic voice into their work. The first cohort graduated in July. Originally launched in the US in 2020 as a free alternative to ad schools, the results-oriented school has already made a tangible difference: an 80% hire rate at top agencies and brands for its 128 graduates to date, 65% of whom are women.

### COMMITMENT #3:

**In June 2020, we committed to invest \$30 million over three years in inclusion programs and to support external organisations.**

We designed the program to deliver immediate impact while also establishing the foundation for meaningful and sustainable change. We invested across three pillars:

**Pillar 1 – Investment in equity and inclusion initiatives within WPP** to ensure that our employees reflect the diversity of the communities and markets we work in. Initiatives range from partnerships to diversify our candidate pool, to designing programs such as Summit, focused on developing and retaining under-represented talent. We also invested in our reconciliation journey in Australia via our Reflect Reconciliation Action Plan – which aims to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander people.

**Pillar 2 – Creative use of media value and pro bono work** to support non-profit organisations and charities with anti-racist objectives, such as the #ExtraordinaryOrdinary campaign in support of the Stephen Lawrence Day Foundation to mark Stephen's legacy on the 30th anniversary of his death. We also match employee donations to a number of non-profit organisations up to \$1,000 per person per year to a total of \$1 million.

**Pillar 3 – Funding for 'bold, audacious and creative' initiatives** proposed by WPP employees that will create measurable impact in advancing racial equity around the world.

**To date, we have invested \$21.1 million and committed a further \$1.9 million to projects kicking off from 2024. We will continue to invest to reach our \$30 million commitment.**

Our global commitment to anti-racism is also fundamental to our business in Australia. Specifically, this entails creating safe spaces for our people – no matter their background and providing avenues for them to speak up when something that's not right occurs through our confidential Right to Speak hotline. It also involves using our sphere of influence in support of Aboriginal and Torres Strait Islander communities – helping to educate non-Indigenous people in our community to promote Aboriginal and Torres Strait Islander cultures as a fundamental element of Australian life. One such example is WPP's sponsorship of the Australia Museum's Burra Learning Space, which was created to share First Nation's knowledge and its place in protecting the environment together with western science. Finally, it's about ensuring equity in our industry and we do this via initiatives like our Breakthrough Cadetship, which you can read more about on page 15.

**For more information on our progress, visit:**  
**[www.wpp.com/commitment-to-anti-racism/progress](http://www.wpp.com/commitment-to-anti-racism/progress).**

# OUR COMMITMENT TO SOCIAL IMPACT

Our industry connects with many of the most urgent issues we face as a society – diversity, racial equity, privacy, data ethics and, of course, climate change. What we do and the judgements we make are critically important. Tackling these issues is integral to how we do business.

As the industry leader, we are using our scale to help bring about change. That's why for example, in April 2021, we became the first holding network to set science-based carbon reduction targets – both within our organisation and throughout our supply chain. Our goal includes an industry-first: we are including the carbon emitted from the advertising we place in the media on behalf of our clients – which represent over half (55%) of all the emissions in our supply chain. Our commitments and targets are:

- Reduce absolute Scope 1 and 2 GHG emissions by 84% by 2025
- Halve absolute Scope 3 GHG emissions by 2030 (both from a 2019 baseline)
- WPP will use electricity that is 100% sourced from renewable sources by 2025
- We will offset residual emissions to reach net zero emissions

We have made local commitments at a corporate level to deliver on our environmental, social and governance responsibilities. These commitments include servicing our operational structure through 100% renewables within Australia and Aotearoa New Zealand. In building

greater understanding of climate science and the impact we have on our planet as a business, our people develop a deeper connection to Country and responsibility for care. To ensure we are best understanding how we can support Country, we are working in close partnership with Australia Museum. The environment plays a critical role in providing sustenance and nourishment for all Australians.

For all Australians, this holds deep importance as the environment plays a critical role in providing sustenance and nourishment. For Aboriginal and Torres Strait Islander peoples, this holds significance through their connection to land and waters, central to their spiritual identity and wellbeing.

How we care for Country is essential to our collective future.

**You can find out more and learn about our progress in our latest Annual Sustainability Report: [www.wpp.com/sustainability](http://www.wpp.com/sustainability).**

# WPP COMMUNITIES

## UNITE

Unite is a collection of LGBTQ+ thinkers, doers and creators united across the many different agencies and businesses of WPP's global network to ensure diversity of thinking and creativity thrives within our workplaces and within the work we create for our clients. Specifically in Australia, Unite is a safe and welcoming space for the Aboriginal and Torres Strait Islander sistergirl and brotherboy community.



## STELLA

The WPP Stella women's network aims to address barriers that prevent women from progressing in their careers to senior levels, as well as facilitate the sharing of good practices and mentorship across our agencies. In Australia and Aotearoa New Zealand, we have already made great strides in adopting a more inclusive parental leave policy, with more to come in the years ahead. We are actively seeking participation from our Aboriginal and Torres Strait Islander employee community to ensure all voices are heard.

Stella

## ROOTS

A professional network of individuals driven by a desire to better inform the way we approach ethnicity, race, culture and religion within our industry, striving for greater, authentic representation within our business and importantly our output. Roots aims to inspire and support both our talent and our clients through open, honest discussion, project-led action and offering a greater spectrum of cultural insights.

Roots

# INDUSTRY COMMUNITIES

## FRIENDS OF CAREER TRACKERS

WPP is a founding member of Friends of Career Trackers, a partnership ecosystem of like-minded organisations committed to supporting First Nations talent and making a positive organisational impact through education and employment.



## ADVERTISING COUNCIL AUSTRALIA (ACA)

ACA is the peak body for Australia's leading agencies in the advertising industry. Their purpose is to foster the long-term prosperity of the industry. In 2022, ACA launched the Create Space survey, providing a rich portrait of the characteristics and experiences of the industry, as well as globally aligned benchmarks to inform priorities for action and measure diversity, inclusion and equity progress. The survey was run again in November 2023. WPP is an ACA member, with representation on the National Board of Directors.



## AUSTRALIAN ASSOCIATION OF NATIONAL ADVERTISERS (AANA)

The AANA exists to promote and advance all forms of advertising and marketing that deliver value for Australian brands, as well as the Australian community and economy. A key objective is to maintain and evolve advertising standards in-step with community expectations and industry best practices. WPP is a member of the AANA.



## UNSTEREOTYPE ALLIANCE

The Unstereotype Alliance is a thought and action platform that unites the influence of the advertising, media and marketing community as a force for good. The group commits to creating progressive portrayals of all people and ensuring diversity is a priority throughout the entire creative process. WPP is a supporting member of the Unstereotype Alliance, with numerous staff involved in their committee.



## DIVERSITY COUNCIL AUSTRALIA

WPP is proud to be named the only 'Inclusive Employer' in our industry by the Diversity Council Australia (DCA). This status is the only award in Australia that recognises organisations who ensure inclusion is a part of their business operations.

Awarded organisations exceed the National Index Benchmark on at least five out of six of the inclusivity measures. These measures are Awareness, Engagement, Inclusive Organisational Climate, Inclusive Leadership, Inclusive Team and Exclusion. WPP surpassed the benchmarks in all six areas.

The Inclusive Employer status recognises WPP's mission to build and foster an inclusive culture of belonging, one that is equitable and respectful of diverse thought and individual expression across the globe.

## MEDIA FEDERATION OF AUSTRALIA (MFA)

The MFA is the peak body representing media communication agencies to government, industry, media owners and the general public. WPP's GroupM is actively engaged in the MFA 'Media For All' agenda to build a diverse and inclusive media agency industry through training, representation and advocacy.

## A SNAPSHOT OF OUR DIVERSITY PROFILE

- **In Australia, we represent 81 cultural backgrounds**
  - **We share 55 different languages**
  - **Almost 50% of our team members are born overseas**
  - **11% of our people in Australia identify as part of the LGBTQ+ community.<sup>3</sup>**
- .....

In the first year of our Reflect RAP, our focus was on building knowledge within the business to establish the foundations of cultural safety and respect. We also created the Breakthrough Cadetship, a 12-month paid training program to provide emerging talent the opportunity to kickstart their career within WPP. The Breakthrough Cadetship was part of WPP's talent transformation agenda, enabling WPP to source the region's brightest people. To unlock the next generation of talent, the Breakthrough Cadetship was designed for those with a passion for creativity and a curiosity to learn – formal qualifications and prior industry experience were not required as part of the selection process.

As we move into the Innovate RAP with a stronger focus on measurable action, we will aim to build relationships with First Nations communities and recruitment businesses to identify talent opportunities. We need to ensure our work is representative of the rich diversity of the Australian population. As part of our Innovate RAP, we have designed a series of measures to increase the size of Aboriginal and Torres Strait Islander employee workforce. This includes training opportunities, outreach and inclusion initiatives. Creativity can only inspire change for good when we embrace underrepresented voices to shape work that is inclusive and respectful.

3. Due to data privacy regulations, our data on sexuality is collected on a voluntary basis only. As it does not capture all employees, it should be used in an indicative way: approximately 11% of our Australia-based staff declare themselves as belonging to the LGBTQ+ community.

# OUR RAP

At WPP, we continue to invest in our RAP journey and build on the knowledge we have gained in the first year Reflect RAP.

In our role as marketing communications professionals, we have a responsibility to ensure our work is sustainable, responsible and builds on the principles of diversity, equity and inclusion. The development of the WPP Innovate RAP is part of our commitment to build relationships with First Nations cultural experts, enrich our creative and strategic work and better reflect an acknowledgement of our history by taking practical steps towards a reconciled and prosperous Australia for all.

## OUR RECONCILIATION JOURNEY

### LEARNING

We have engaged BlackCard to deliver a series of workshops across WPP. The workshops are designed to immerse participants in some of the oldest living cultures in the world by exploring key features and concepts that have been in practice for millennia. This knowledge is based on Aboriginal Terms of Reference (ATR) – an accumulated knowledge that has developed and evolved from and in this land now known as Australia. BlackCard's approach is based on a cultural competency course developed by Mary Graham and Lilla Watson, Aboriginal Elders and Educators and long-time course developers and lecturers for the University of Queensland.

Key learning outcomes:

- Aboriginal Terms of Reference – understanding the importance of relationship building, creating trust through shared lived experience
- Introduction to colonialism – reflecting on Australia's history through the perspective of Aboriginal and Torres Strait Islander peoples
- How each of us can bring cultural awareness and practices into our lives and our workplace

Workshops were attended by:

- Senior level executives – 40 participants
- Team members – approx. 250 participants

We will continue to roll out these training workshops for existing team members and new starters, in addition to making online training available for every WPP employee in Australia.

# CULTURAL IMMERSION EXPERIENCE

As part of our new High Potentials Program, 30 candidates attended a Cultural Immersion experience on Yuin Country, South Coast NSW. Curated and led by Aboriginal Elder, Dwayne Bannon-Harrison of Ngaran Ngaran Cultural Experiences, the immersion provided a unique insight into local culture, exploring storytelling, dance, music and wellbeing.

Through reflection and 'unlearning', the experience built a deeper understanding of Aboriginal and Torres Strait Islander cultures, understanding how we can embed cultural principles into how we live and work.

The candidates were drawn from all areas of the business, including client leadership, media strategy, creative, support services and finance. As each team member returned from the Cultural Immersion experience, they shared their knowledge within teams and broader leadership groups. What started as a program for 30 people has rippled across WPP with many more now engaged in conversations about First Nations histories and cultures.

# ON COUNTRY

## STEPPING OFF THE SIDELINES OF CITIZENSHIP

**Shared by Barry Walker, Head of  
Business Transformation at VML**

*"It's strange now to talk about a home I've never truly known. It is even stranger to be arriving at this realisation after 35 years: that I've called Australia home and never truly understood this place, or its history, is more than a little troubling. But here I am.*

*Born in Scotland, I arrived in Western Australia in 1989.*

*Come March 2023, I'll be 50.*

*My first impression of boarding a bus to Murramarang National Park, a place I had never heard of four hours' drive south of Sydney, to listen to a man I had never met introduce me to his culture and to his land, was simple – this is all too late.*

*Where was my schooling? Why am I so stuck in the dark? Where was my imperative to pay closer attention? Who was responsible? How could the truth of this country have passed me by?*

*My second impression came about seven minutes into meeting our guide Dwayne Bannon-Harrison, a Yuin-Ngarrugu man.*

*The depth, the richness and vulnerability of this man were astounding. I'm afraid the power and humility of his storytelling cannot be described here.*

*So, I won't begin to try.*

*What I can do, though, is relate its impact.*

*I spent several days relearning what was, for me, an untold part of my life.*

*As I relayed back to our group one evening, I felt discombobulated. I guess that's what happens when you see things, when you see people and the land around you, through new eyes for the first time.*

*My experience on Country – listening, smelling, touching, tasting and sharing – will remain mine alone. But I now look at my surroundings in a completely new way. My understanding of Aboriginal and Torres Strait Islander cultures is less one of "us" and "them" and now one of "all of us".*

*I have a new-found understanding of people as a manifestation of all that has gone before, for their stories and how all our stories are tied together through place and time.*

*And, probably most profoundly, my realisation is that, really, we're all here to care – for our families, our neighbours and for the world around us.*

*I might be late, but I can finally say that I'm off the sidelines. My Australian citizenship has a deeper, more fulfilling meaning than ever before."*



# PARTNERSHIPS

## AUSTRALIAN MUSEUM PARTNERSHIP

In 2022, WPP announced a three-year partnership with the Australian Museum to strengthen our relationship with First Nations communities and experts while supporting the development of inclusive cultural education.

The museum has one of the world's most significant First Nations collections, representing the 250+ diverse cultures that makeup Australia's Aboriginal and Torres Strait Islander communities, showcasing artworks, technologies and cultural material from across Australia.

WPP's investment supported the development of a new state-of-the-art exhibition space – Burra.

Burra is an innovative education and play space that demonstrates how science and culture can actively support and enrich each other in new, ground-breaking ways, while educating audiences on how to care for Country.

To launch the partnership with the museum, we held a clients and family event attended by over 80 leaders, clients and family members.

In addition, the partnership offers WPP access to:

- Consultation
- Expert guidance and speakers
- Cultural competency workshops
- First Nations exhibition space tours
- Event space

"We are proud to be a Supporting Partner of the Australian Museum. This museum has one of the world's most significant First Nations collections, representing diverse cultures with artworks, technologies and cultural material from across Australia.

Our multi-faceted partnership represents a positive step forward in fulfilling our ambitions to build First Nations cultural awareness within our business, while also strengthening opportunities to do the same with our clients. It also enables us to develop substantive relationships with First Nations cultural and climate science experts – two ever-increasing focus areas for every client we work with, as well as every potential new business relationship we have."

### **Rose Herceg**

President, Australia and Aotearoa New Zealand, WPP

# PARTICIPATION

## RESOURCE LIBRARY

To launch the Reflect RAP, a resource library was developed to assist team members in accessing information and support on protocols.

The library included:

- A Cultural Protocols Guide, including the appropriate use of Acknowledgement of Country and Welcome to Country
- Language Guide, providing guidance on protocols for working with First Nations organisations
- FAQs to explain WPP's RAP, its purpose and why WPP has developed one

This was supported by a series of workshops to coincide with NAIDOC Week. These workshops introduced team members to the WPP Reflect RAP, what this means for our business and practical ways to engage with the commitments.

## NAIDOC WEEK

WPP's senior leadership attended the 2022 NAIDOC Awards ceremony in Naarm, Melbourne. The annual National NAIDOC Week Awards Ceremony recognises the outstanding contributions Aboriginal and Torres Strait Islander people make to improve the lives of people in their communities and beyond and to promote Aboriginal and Torres Strait Islander issues in the wider community.

## FIRST NATIONS THINKING FOR MENTAL WELLBEING

As part of Mental Health Month, we hosted a conversation with author, Dr. Paul Callaghan, who shared his journey through First Nations thinking and philosophy to improve wellbeing and mental health.

This included an exploration of the ancient wisdom of the dreaming path, which entailed inviting participants to reflect on caring for their place, connecting to their story and learning and living their truth. Drawing on principles of First Nations spirituality, Dr. Callaghan raised critical questions that brought both Aboriginal and non-Aboriginal worldviews into sharp focus.



The 2022 National NAIDOC Poster incorporating the Aboriginal Flag and the Torres Strait Islander Flag (licensed by the Torres Strait Island Council).

# LEARNING BY EXPERIENCE

## ABORIGINAL CULTURAL TOURS

**Shared by Karisma Broota, Senior Account Executive, Burson**

*"At H+K (now part of Burson), one of the ways we have embraced our RAP commitments is the introduction of regular Aboriginal Cultural Tours for our team members. These tours invite us to experience the local culture on our doorstep in Barangaroo, on Gadigal land. The tour, led by Aboriginal and Torres Strait Islander educators, took us around the six-hectare headland of Barangaroo Reserve, where we learned about the importance of land and Country for First Nations peoples.*

*Walking around the surrounds of Barangaroo Reserve, our guide identified native trees and shrubs with specific medicinal and healing properties, as well as spiritual significance for First Nations peoples. Beyond the natural flora, it was eye-opening to learn that Barangaroo was the name of a powerful Cammeraygal woman who lived in the area, as well as hear about the work she did to preserve First Nations cultures during early settlement.*

*The tour was a fantastic way for our team to enrich ourselves in the practices of ancient First Nations sustainability methods, spirituality and cultures. An important prerequisite to achieving reconciliation in our society is collective engagement in our shared history and the tour was a practical yet powerful way for us to do so. It enabled our team to learn more about Australia's diversity of histories and cultures. It left us feeling a deep appreciation for the area in which we all work."*



Barangaroo Reserve, Gadigal Country, Sydney. Shutterstock.

# OUR WORK WITH CLIENTS

We believe in the power of big ideas and brilliantly executed communications to inspire our clients and grow their businesses. To do this, we are building our cultural capabilities, delivering solutions that are more inclusive by design, better represent First Nations cultures and strengthen the principles of respect and reconciliation. Partnering with Aboriginal and Torres Strait Islander consultants and cultural experts, our companies are developing this knowledge so that we can continue build a better future for all in partnership with our clients.

## TOURISM AUSTRALIA AND VML

### Creating a connected brand to champion Aboriginal and Torres Strait Islander travel experiences

#### The Challenge:

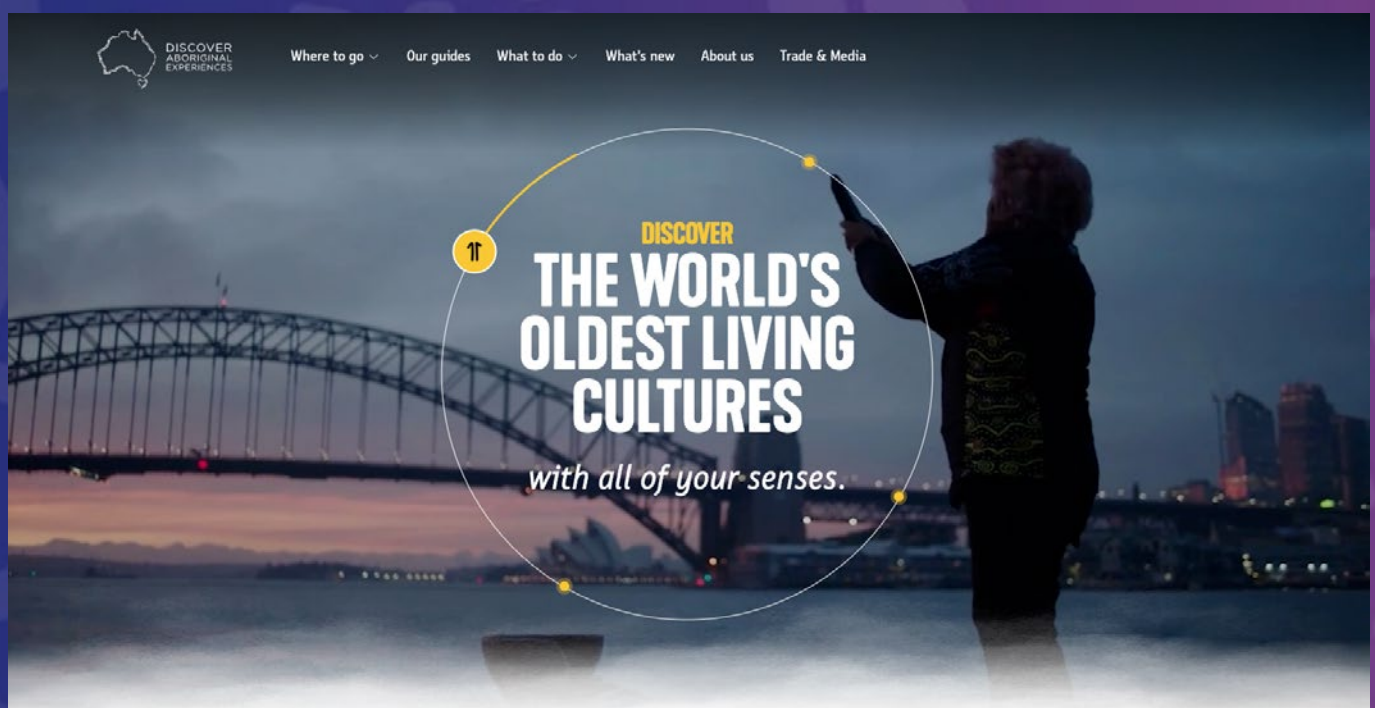
Global travellers are seeking more First Nations travel experiences than ever before. The number of international tourists in Australia participating in First Nations travel experiences rose by 40% between 2013-2018. Discover Aboriginal Experiences, part of Tourism Australia, offers 168 unique experiences identified by passion categories, including active adventures, coastal and aquatic experiences. Tourism Australia wanted to elevate the breadth and diversity of experiences available via the creation of their own platform for Discover Aboriginal Experiences.

#### Our Solution:

VML needed to change the perception of First Nations travel from being challenging to access and uninteresting, to its fun and diverse reality: a plethora of exciting experiences across Country that can cater to a traveller's individual passions and plans.

To do this, the team set out to champion First Nations travel experiences by building a brand and website to showcase the businesses operating in the Discover Aboriginal Experiences (DAE) collective. This was created for four key audiences: the media, the trade, their members and travellers. The call to 'discover the world's oldest living cultures whilst exploring Australia's natural wonders' was captured in a website experience that inspired imagination via visual design and simplified decision-making through a connected user experience.

Tourism Australia –  
Discover Aboriginal  
Experiences website





## QUEENSLAND GOVERNMENT AND ESSENCEMEDIACOM

### First Nations Insights for Media Implications

The Queensland Government works closely with Aboriginal and Torres Strait Islander communities through outreach and Government-funded programs. However, from an advertising communications approach, EssenceMediacom needed to identify how to better connect and communicate with First Nations communities within Queensland.

The team undertook a bespoke research and insights project to delve deeper into this audience, one that was designed to unlock opportunities to improve the approach Queensland Government could take when advertising to First Nations Queenslanders.

Across a three-month period, the Brisbane strategy team researched and identified seven insights for more effective communication, working closely with Jake Thomson from Aboriginal Health TV (through Tonic Health).

Connecting with the First Nations communities provided the team valuable direction to underpin seven insights. Special mention goes to Lyall Munro (Wiradjuri and Gomeroi), Latrell Robinson (Bundjalung and Dunghutti) and Tristan Davidson (Dunghutti) for their support and contributions.

The insights and implications the team uncovered have been harnessed to develop more meaningful campaigns incorporating First Nations media partners, understanding the importance of early consultation, co-designing new systems, including Aboriginal and Torres Strait Islander imagery and languages and consulting with community members to unlock insights on specific campaigns.

"Change is taking place on a massive scale and government communicators have an essential role to play in adopting and promoting this change, as reflected in internal values, behaviour and practices, as well as in external communications. We are working with First Nations cultural experts to help us navigate the communications landscape, delivering a more informed, culturally intelligent approach for our government sector clients."

#### **Brett Nolan**

Executive Director, Government & Public Sector Practice, WPP

## OUTBACK ACADEMY AUSTRALIA AND AKQA

### Follow the Flowers

For all time, Country has sustained the First Nations peoples of Australia. Aboriginal and Torres Strait Islander peoples nurtured, protected and harvested the land, allowing people, animals, soils, waterways and forests to flourish.

Since colonisation, policies promoting the dispossession of First Nations peoples from their lands have disrupted this delicate equilibrium between environmental and community wellbeing. Today, Aboriginal and Torres Strait Islander Australians are grossly over-represented in rates of communicable and lifestyle disease, unemployment, incarceration and deaths in custody.

Evidence has shown that re-establishing First Nations connections to Country can positively impact the social determinants of health and contribute to the revival of languages, cultures and knowledge. As Australian agricultural producers grapple with the consequences of degraded soils and climate change, reconnecting First Nations knowledge, skills and practice to Country is becoming even more vital.

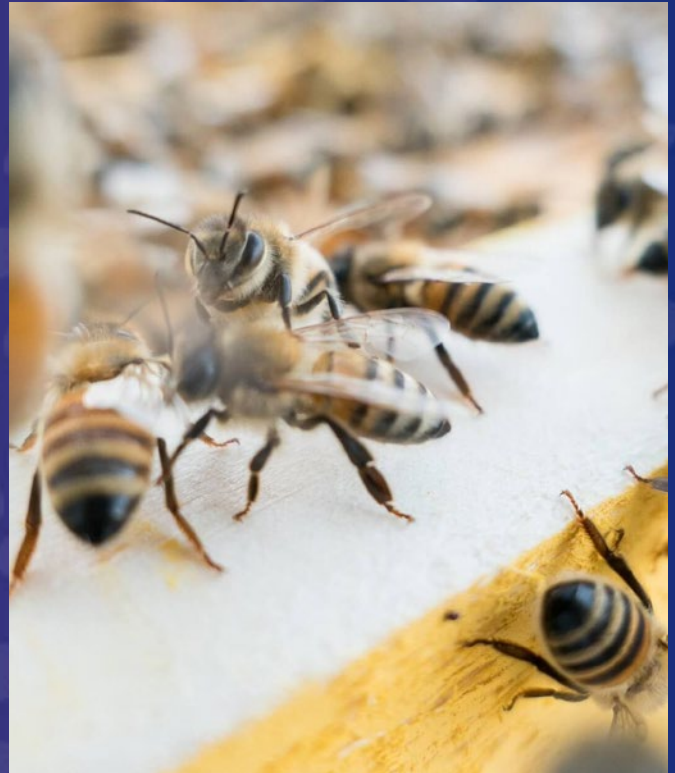
'Follow the Flowers' is a First Nations-led regenerative farming collective specialising in the production of honey, foods (including bushfoods) and native wildflowers. Initiated by Outback Academy Australia, Follow the Flowers connects First Nations farmers, landowners and Traditional Owners in an ethical and authentic supply network.

Proceeds from the sale of all Follow the Flowers products are invested back into the communities that produced them – accelerating economic freedom, employment and wellbeing for First Nations peoples.

Outback Academy engaged AKQA's Innovation team to bring the Follow the Flowers story and philosophy to life through a unique brand identity and packaging solutions that centre and celebrate the provenance and positive social, economic and environmental impacts of Follow the Flowers products, beginning with honey.

The target audience for the Follow the Flowers brand concept and design work was broad and included retailers, customers (local and international), farmers and other prospective partners and funders.

Together, the teams developed a unique labelling system – the Healing Country Statement – that allows Follow the Flowers farmers to promote their commitment to regenerative practices through iterative and highly



Follow the Flowers  
– Outback Academy  
Australia

visible environmental and social impact statements on the product itself. The statement used on each batch told the story of that product's specific environmental and social impacts and were written in close collaboration with the farmers.

Another significant outcome of AKQA's partnership with Outback Academy Australia was the formalisation of a new approach to collaboration under a model of 'circular reciprocity'. Under this model, both AKQA and Outback Academy have committed to exchanging knowledge, skills and advice under the shared ambition of creating a better future for community and Country.



# OUR COMMITMENTS

As part of our Innovate RAP, WPP has listed our commitments for the two-year period over the following pages, organised into four key groups: Relationships, Respect, Opportunities and Governance.

The below list entails the nominated representatives from across the business who will champion WPP's Innovate RAP over the next two years.

## RAP EXECUTIVE SPONSORS

- Morag Eyles – Chief People Officer, APAC, WPP
- Rose Herceg – President, Australia and Aotearoa New Zealand, WPP

## RAP WORKING GROUP

- Amy Jeffs – Chief People Officer, VML
- Brett Nolan – Executive Director, Government & Public Sector Practice, WPP
- Courtney Larson – Business Support Manager, The Brand Agency
- Emma Nunan – Senior Client Partner, Ogilvy PR
- Kathryn Banfield – Head of HR, Hogarth
- Katie Rigg-Smith – Chief Strategy Officer, Australia and Aotearoa New Zealand, WPP
- Maddie Chapman – Senior Client Partner, Ogilvy PR
- Marine Turner – Strategy Group Director, EssenceMediacom
- Natalie Ramjee – Content Lead, Hogarth
- Nicholas Short – Associate Director, Communications, APAC, WPP
- Olive Stander – Performance & Rewards Business Partner, WPP
- Paul Rushton – Chief Commercial Officer, WPP
- Sam Anderson – People & Culture Manager, AKQA
- Shaina Bobat – Human Resources Business Partner, Burson
- Steven Satour – First Nations Consultant<sup>4</sup>
- Tom Horn – Senior Director, Burson
- Tom Warren – Group Account Director, Ogilvy
- Yvanna Mariani – Talent and Culture Business Partner, AKQA
- Zac Kraemer – Marketing & Communications Director, VML

4. To ensure First Nations representation in our RAP Working Group, we have invited the aforementioned First Nations consultant.

# RELATIONSHIPS

Developing strong, trusted relationships with clients, partners and community members is foundational to the success of WPP's business and our reconciliation efforts. To deliver extraordinary work for our clients that is representative of Australia's diverse cultural identity, we commit to building relationships with First Nations communities, engaging Aboriginal and Torres Strait Islander expertise in the development of creative and media strategy. Through engagement and consultation, we aim to build trust with a network of Aboriginal and Torres Strait Islander advisors who work in partnership with WPP and our clients, to develop communications solutions that inspire deeper respect for First Nations peoples and cultures.

| ACTION                                                                                                                                        | DELIVERABLE                                                                                                                                                                        | TIMELINE                             | RESPONSIBILITY                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------------------------------------|
| <b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b> | 1.1 Strengthen relationships with BlackCard and other partner organisations to maximise partnership opportunities for training, cultural consultation and reconciliation guidance. | July 2024                            | Chief People Officer; Marketing & Communications Director |
|                                                                                                                                               | 1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations in each state.                                      | December 2024                        | Chief People Officer                                      |
|                                                                                                                                               | 1.3 Formalise a panel of recommended Aboriginal and Torres Strait Islander consultants for cultural consultation and reconciliation guidance.                                      | December 2024                        | Chief People Officer; Marketing & Communications Director |
|                                                                                                                                               | 1.4 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.                                      | December 2024                        | President; Marketing & Communications Director            |
| <b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>                                                         | 2.1 Internally promote Reconciliation Australia's NRW resources and reconciliation materials to our teams across WPP in Australia.                                                 | May 2024, 2025 and 2026              | Associate Director, Communications                        |
|                                                                                                                                               | 2.2 RAP Working Group members to participate in an external NRW event.                                                                                                             | 27 May – 3 June, 2024, 2025 and 2026 | Marketing & Communications Director                       |
|                                                                                                                                               | 2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.                                                   | 27 May – 3 June, 2024, 2025 and 2026 | President; Marketing & Communications Director            |
|                                                                                                                                               | 2.4 Organise at least one NRW event each year for all WPP team members to join in person or online, engaging an external speaker(s).                                               | 27 May – 3 June, 2024, 2025 and 2026 | Marketing & Communications Director                       |
|                                                                                                                                               | 2.5 Register all our NRW events on Reconciliation Australia's NRW website.                                                                                                         | May 2024, 2025 and 2026              | Executive Assistant                                       |



| ACTION                                                                            | DELIVERABLE                                                                                                                                                                                                                                | TIMELINE           | RESPONSIBILITY                                              |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------|
| <b>3. Promote reconciliation through our sphere of influence.</b>                 | 3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.                                                                                                                           | July 2024          | Chief People Officer                                        |
|                                                                                   | 3.2 Communicate our commitment and support of reconciliation publicly – both internally amongst our people and externally with key stakeholders, clients and national press.                                                               | May 2024           | Associate Director, Communications                          |
|                                                                                   | 3.3 Explore opportunities and develop a plan to positively influence our external stakeholders and suppliers to drive reconciliation outcomes.                                                                                             | July 2024          | Manager – Responsible Procurement                           |
|                                                                                   | 3.4 Identify appropriate clients to work in partnership with to provide guidance on reconciliation outcomes through internal employee engagement and external brand strategy, using the power of creativity to communicate key messages.   | July 2025          | Executive Director, WPP Government & Public Sector Practice |
|                                                                                   | 3.5 Host a leaders and client event that raises awareness of our commitment to reconciliation, driving our company purpose to support First Nations communities.                                                                           | December 2024      | President                                                   |
|                                                                                   | 3.6 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.                                                                                                     | July 2025          | Chief Strategy Officer                                      |
|                                                                                   | 3.7 Develop a plan to work with Aboriginal and Torres Strait Islander organisations/peak bodies in the communications space to help enhance and grow their presence in the broader communications industry, using the power of creativity. | December 2024      | President                                                   |
| <b>4. Promote positive race relations through anti-discrimination strategies.</b> | 4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and highlight future needs.                                                                                                         | October 2024       | HR Lead                                                     |
|                                                                                   | 4.2 Continuously refine, localise and communicate WPP's global anti-discrimination policy.                                                                                                                                                 | October 2024       | Senior Legal Counsel                                        |
|                                                                                   | 4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.                                                                            | October 2024       | Chief People Officer                                        |
|                                                                                   | 4.4 Educate senior leaders on the effects of racism and practical ways to eliminate racism at work.                                                                                                                                        | July 2024 and 2025 | Chief People Officer                                        |
|                                                                                   | 4.5 Raise awareness of our company expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours.                                                         | July 2024 and 2025 | Chief People Officer                                        |

# RESPECT

At WPP, we recognise that to be part of the movement towards reconciliation we must foster respect. This starts with knowledge building, sharing open conversations that encourage accurate historical acknowledgement and leading through practice. We commit to making training opportunities accessible to our teams, providing guidance and support to ensure learning is shared in a safe and constructive way.

| ACTION                                                                                                                                                                | DELIVERABLE                                                                                                                                                           | TIMELINE               | RESPONSIBILITY                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------|
| <b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b> | 5.1 Conduct a review of and deliver a report about cultural learning needs within WPP.                                                                                | December 2024          | Chief People Officer                                      |
|                                                                                                                                                                       | 5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to build an ongoing cultural learning strategy.                            | April 2025             | Chief People Officer; Marketing & Communications Director |
|                                                                                                                                                                       | 5.3 Develop, implement and communicate a cultural learning strategy for our teams.                                                                                    | July 2025              | Chief People Officer                                      |
|                                                                                                                                                                       | 5.4 Develop and deliver a Cultural Immersion experience.                                                                                                              | December 2024 and 2025 | Chief People Officer; Marketing & Communications Director |
|                                                                                                                                                                       | 5.5 Develop an online library of resources for all teams to access.                                                                                                   | July 2024              | Executive Assistant                                       |
|                                                                                                                                                                       | 5.6 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.        | December 2024 and 2025 | Chief People Officer                                      |
|                                                                                                                                                                       | 5.7 Promote access to Aboriginal and Torres Strait Islander Kinship training provided by the University of Sydney.                                                    | May 2024               | Chief People Officer                                      |
|                                                                                                                                                                       | 5.8 Ensure all Talent Acquisition team members have completed Cultural Awareness training and implemented strategies to effectively recruit First Nations candidates. | October 2024           | Senior HR BP                                              |
|                                                                                                                                                                       | 5.9 Provide education opportunities for non-Indigenous team members on how to become and remain an ally for Reconciliation.                                           | June 2024 and 2025     | Chief People Officer                                      |



| ACTION                                                                                                                                            | DELIVERABLE                                                                                                                                                                                                                                                                                                                                 | TIMELINE                         | RESPONSIBILITY                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------|
| <b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>                                   | 6.1 Increase our understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.                                                                                                                                                                            | July 2024 and 2025               | Head of HR                                              |
|                                                                                                                                                   | 6.2 Review existing and update the cultural protocols document, including protocols for Welcome to Country and Acknowledgement of Country.                                                                                                                                                                                                  | July 2024                        | Chief People Officer                                    |
|                                                                                                                                                   | 6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.                                                                                                                                                                                   | July 2024                        | President; Chief People Officer                         |
|                                                                                                                                                   | 6.4 Ensure consistent inclusion of an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.                                                                                                                                                                                                  | July 2024                        | Head of HR                                              |
|                                                                                                                                                   | 6.5 Communicate the WPP Cultural Leave Policy to ensure team members have the opportunity to take days of significance in place of public holidays.                                                                                                                                                                                         | May 2024 and 2025                | Associate Director, Communications                      |
| <b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>                              | 7.1 RAP Working Group will participate in an external NAIDOC Week event.                                                                                                                                                                                                                                                                    | First week in July 2024 and 2025 | Marketing & Communications Director                     |
|                                                                                                                                                   | 7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.                                                                                                                                                                                                                                             | May 2024 and 2025                | Chief People officer                                    |
|                                                                                                                                                   | 7.3 Promote and encourage team members' participation in external NAIDOC events by circulating information about events in each state.                                                                                                                                                                                                      | First week in July 2024 and 2025 | Associate Director, Communications; Executive Assistant |
| <b>8. Design and build a work environment that demonstrates respect to Aboriginal and Torres Strait Islander peoples, cultures and histories.</b> | 8.1 The Sydney Campus HQ team will engage First Nations consultants from the local community in the design development of our new campus building in Sydney that acknowledge the Country of the unique location, including RAP artwork displays, local Aboriginal/Torres Strait Islander artwork, as well as an Acknowledgement of Country. | December 2024                    | Head of Property & Facilities                           |
|                                                                                                                                                   | 8.2 Consult with local Aboriginal and Torres Strait Islander community members to include Traditional Owner place names on our external communication touchpoints, including office addresses, website and emails.                                                                                                                          | July 2024                        | Associate Director, Communications                      |

# OPPORTUNITIES

Our scale at WPP allows us to connect the largest brands with consumers through creative technology, experiences, commerce and communications. This comes with a desire and responsibility to provide meaningful employment and supplier partnerships with First Nations organisations to create extraordinary work for our clients and opportunities for our communities.

| ACTION                                                                                                                                         | DELIVERABLE                                                                                                                                                           | TIMELINE      | RESPONSIBILITY                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------------------------------------------------------|
| <b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b> | 9.1 Build an understanding of current Aboriginal and Torres Strait Islander employee profiles to inform future employment and professional development opportunities. | December 2024 | HR Lead                                                      |
|                                                                                                                                                | 9.2 Engage with Aboriginal and Torres Strait Islander team members to consult on our recruitment, retention and professional development strategy.                    | December 2024 | Chief People Officer                                         |
|                                                                                                                                                | 9.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy to increase representation.           | July 2025     | Chief People Officer                                         |
|                                                                                                                                                | 9.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.                                                                  | October 2024  | Talent Acquisition Lead                                      |
|                                                                                                                                                | 9.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.                     | December 2024 | HR Lead                                                      |
|                                                                                                                                                | 9.6 Explore opportunities and partnerships (especially with educational institutes) to provide career pathway opportunities for First Nations graduates.              | April 2025    | Talent Acquisition Lead; Marketing & Communications Director |



| ACTION                                                                                                                         | DELIVERABLE                                                                                                                                            | TIMELINE      | RESPONSIBILITY                                                         |
|--------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------------------------------------------------------------|
| <b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b> | 10.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.                                                              | July 2024     | Manager – Responsible Procurement                                      |
|                                                                                                                                | 10.2 Continue Supply Nation membership and increase spending by 30%.                                                                                   | December 2024 | Manager – Responsible Procurement; Marketing & Communications Director |
|                                                                                                                                | 10.3 Facilitate supplier connections across key leaders in the WPP group.                                                                              | December 2024 | Manager – Responsible Procurement                                      |
|                                                                                                                                | 10.4 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to our teams.   | December 2024 | Manager – Responsible Procurement                                      |
|                                                                                                                                | 10.5 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | July 2024     | Manager – Responsible Procurement                                      |
|                                                                                                                                | 10.6 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.                                                        | December 2024 | Manager – Responsible Procurement                                      |
|                                                                                                                                | 10.7 Track overall WPP spending with Aboriginal and Torres Strait Islander businesses through Procurement systems.                                     | December 2024 | Manager – Responsible Procurement                                      |

# GOVERNANCE

We recognise the need for a governance structure with reportable outcomes to ensure accountability for these commitments. This will ensure participation and representation from each of WPP's agencies, improving our overall business knowledge.

| ACTION                                                                                          | DELIVERABLE                                                                                                                           | TIMELINE                                             | RESPONSIBILITY                                          |
|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------------|
| <b>11. Establish and maintain an effective RAP Working group (RWG) to drive RAP governance.</b> | 11.1 Recruit a First Nations Consultant to join the RWG and maintain Aboriginal and Torres Strait Islander representation on the RWG. | July 2024                                            | Chief People Officer                                    |
|                                                                                                 | 11.2 Establish and apply a Terms of Reference for the RWG.                                                                            | July 2024                                            | Chief People Officer                                    |
|                                                                                                 | 11.3 Meet every second month to drive and monitor RAP implementation.                                                                 | April, June, August, October, December 2024 and 2025 | Chief People Officer                                    |
| <b>12. Provide appropriate support for the effective implementation of RAP commitments.</b>     | 12.1 Define resource needs for RAP implementation and set clear KPIs.                                                                 | December 2024                                        | Chief People Officer                                    |
|                                                                                                 | 12.2 Engage our senior leaders and other team members across WPP businesses in delivering RAP commitments.                            | July 2024                                            | Executive Director, Government & Public Sector Practice |
|                                                                                                 | 12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.                                         | May 2024                                             | Performance & Rewards Business Partner                  |
|                                                                                                 | 12.4 Appoint and maintain an internal RAP Champion from senior management within each WPP network business.                           | May 2024                                             | President; Chief People Officer                         |



| ACTION                                                                                                                                    | DELIVERABLE                                                                                                                                                      | TIMELINE                                    | RESPONSIBILITY                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|--------------------------------------------------------------|
| <b>13. Build accountability and transparency by reporting RAP achievements, challenges and learnings, both internally and externally.</b> | 13.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up-to-date to ensure we receive important RAP correspondence. | June 2024 and 2025                          | Performance & Rewards Business Partner                       |
|                                                                                                                                           | 13.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.                                                         | June 2024 and 2025                          | Performance & Rewards Business Partner                       |
|                                                                                                                                           | 13.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.                                                                               | September 2024 and 2025                     | Performance & Rewards Business Partner                       |
|                                                                                                                                           | 13.4 Report RAP progress to the WPP Executive Leadership team and to the WPP Global Talent & Inclusion team annually.                                            | December 2024 and 2025                      | Chief People Officer                                         |
|                                                                                                                                           | 13.5 Communicate RAP progress via local and global internal communications.                                                                                      | December 2024 and 2025                      | Associate Director, Communications                           |
|                                                                                                                                           | 13.6 Publicly report our RAP achievements, challenges and learnings annually.                                                                                    | May 2025 and 2026                           | Associate Director, Communications                           |
|                                                                                                                                           | 13.7 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.                                                                   | May 2024 and 2026                           | Performance & Rewards Business Partner                       |
|                                                                                                                                           | 13.8 Internal quarterly progress reporting against deliverables.                                                                                                 | July, October, January, April 2024 and 2025 | Performance & Rewards Business Partner                       |
|                                                                                                                                           | 13.9 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.                                                                    | May 2026                                    | Chief People Officer, Performance & Rewards Business Partner |
| <b>14. Continue our reconciliation journey by developing our next RAP.</b>                                                                | 14.1 Register via Reconciliation Australia's website to begin developing our next RAP.                                                                           | December 2025                               | Performance & Rewards Business Partner                       |



# LEARN MORE

To learn more about these initiatives or  
to get involved, speak to Morag Eyles  
at [AUWPP-PeopleTeam@wpp.com](mailto:AUWPP-PeopleTeam@wpp.com)  
or visit [wpp.com/innovate-rap-2024](http://wpp.com/innovate-rap-2024)

Our WPP Innovate  
Reconciliation Action  
Plan 2024–2026 is  
printed on PEFC  
certified stock.