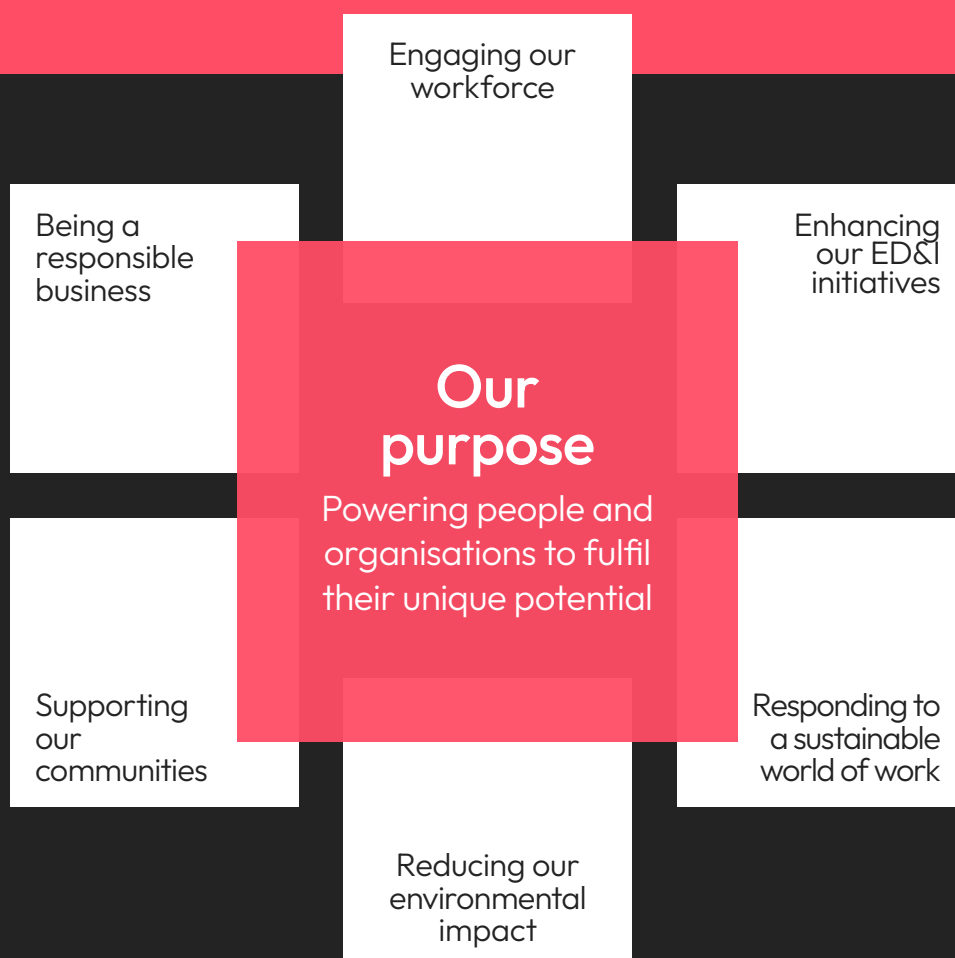


Our ESG Strategy

Non-financial sustainability information statement

Commitment to positive impact

We truly believe that a commitment to sustainable business practices is not only the right thing to do, but also helps us to achieve our purpose of powering people and organisations to fulfil their unique potential. And by unlocking potential, we'll strengthen, protect and sustain the communities we operate in.





Toby Fowlston

Chief Executive
Robert Walters

Our ESG strategy continues to align closely with our purpose and the UN's Sustainable Development Goals, underscoring our commitment to creating a long-term, positive impact where we can make the most difference.

We recognise the critical importance of embedding environmental, social and governance (ESG) practices across all aspects of our business. This approach not only benefits our shareholders but is also the right thing to do for our people, clients, candidates and communities. Our long-term strategic focus ensures that we are driving meaningful change within our organisation and beyond.

In 2024, we built on the foundation laid by our ESG strategy, which focuses on six key pillars:

1. Engaging our workforce
2. Enhancing our equity, diversity and inclusion (ED&I) initiatives, both internally and for clients
3. Responding to a sustainable world of work
4. Reducing our environmental impact
5. Supporting our communities
6. Being a responsible business

The responsibility for overseeing the implementation of our ESG strategy continues to rest with our ESG Committee, which is made up of leaders from across the business. This team works closely with key stakeholders to ensure that ESG considerations are integrated into decision-making at all levels of the organisation.

We are proud of the progress made this year and remain committed to driving further positive impact. The following pages outline our continued efforts and key achievements in 2024.



ESG Strategy continued **Materiality Assessment**

The cornerstone of our ESG strategy

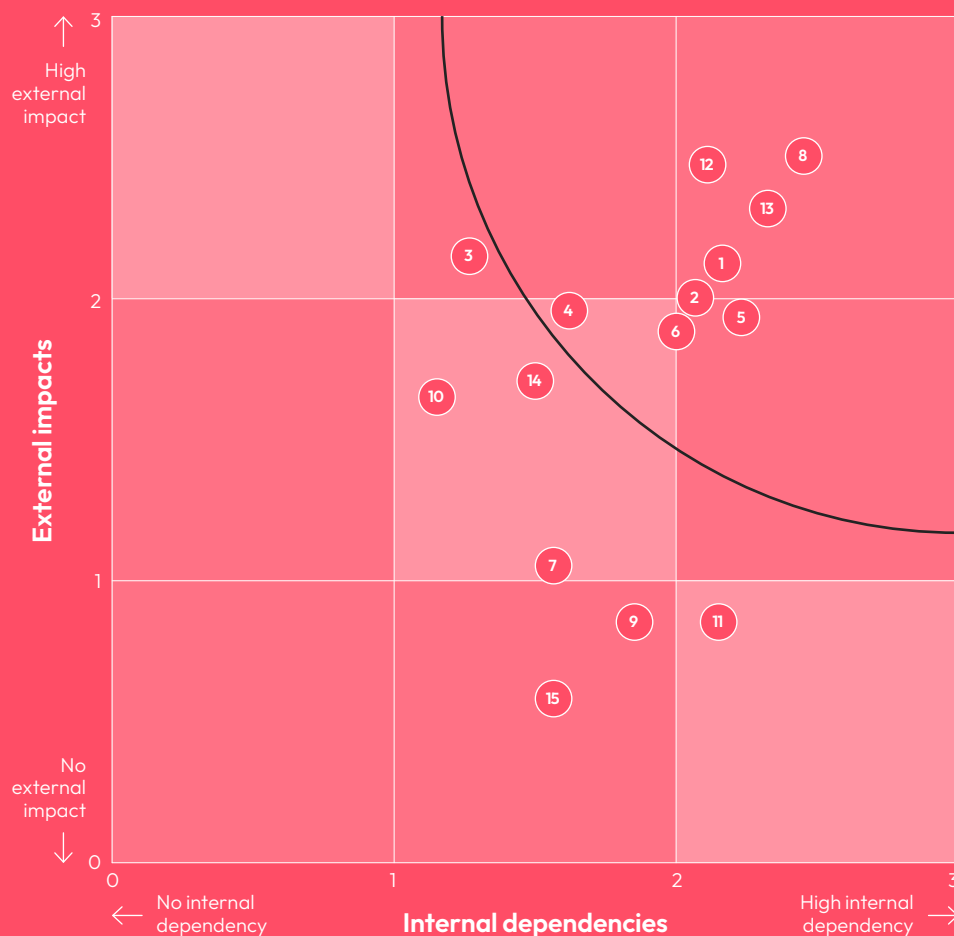
Our materiality assessment, conducted in 2022 by a specialist ESG consultancy, was commissioned to inform the development of our ESG strategy by helping us identify the ESG issues that most impact our business and reflect the areas of ESG where we can have the greatest influence.

Materiality Assessment

Designed to identify the building blocks of a robust ESG strategy, the materiality assessment took a double materiality approach, looking at both material issues that impact our business as well as the components of our business that have an impact on the economy, environment and people.

The materiality assessment was comprised of a peer review to uncover a long list of material issues for the recruitment industry and our business, together with primary research in the form of surveys and interviews with internal stakeholders across a variety of roles. This led to the creation of the materiality matrix, which contains the issues most pertinent to Robert Walters. This formed the cornerstone of our ESG strategy.

Material ESG issues



— Materiality line

Materiality line

Issues with high internal dependency and high external impact above the materiality line are deemed most material. They are marked in bold.

Material issue

- 1 **Candidate recruitment and placement**
- 2 **Changing market dynamics**
- 3 Charity and community engagement
- 4 **Climate change**
- 5 **ED&I**
- 6 **Employee wellbeing**
- 7 Environment
- 8 **Ethics and responsible business**
- 9 Health and safety
- 10 Human rights
- 11 Impact of services
- 12 **Information security**
- 13 **Employee engagement, acquisition and retention**
- 14 Risk and crisis management
- 15 Supply chain

Internal dependencies

- Responding to a sustainable world of work
- Supporting our communities
- Reducing our environmental impact
- Enhancing our ED&I initiatives
- Engaging our workforce
- Reducing our environmental impact
- Being a responsible business
- Being a responsible business
- Engaging our workforce
- Being a responsible business

ESG Strategy continued

1. Engaging our workforce

At the core of our business is a commitment to creating a meaningful experience for our employees, one that helps unlock their unique potential. We are dedicated to building an environment where every individual feels engaged, supported and empowered to develop both personally and professionally.



We strive to create a workplace where our people can do their best work, collaborate with others and continue to grow. To do this, we actively listen to our people, prioritise effective communication of our values and continuously work towards enhancing the employee experience. By focusing on our values and fostering a high-performance, value-driven culture, we are committed to providing the tools, opportunities and support needed for our employees to thrive, achieve their full potential and succeed together. This ongoing commitment ensures that our employees feel heard, valued and empowered to make meaningful contributions, driving both their personal success and the success of the organisation as a whole.

Our ambition

To be led by a purpose which resonates with our employees and informs our company culture. By listening attentively to our people we aim to help them thrive – both personally and professionally across all the moments that matter in their employee journey with us.

Framework of approach

We will achieve our ambition by focusing on the following areas:

- 1. Implementation of purpose:** Engage employees with our purpose helping them to identify how their personal values align to it. Align our benefits offering to the purpose as well as to new client-facing services.
- 2. Employee engagement:** Collect and action employee feedback to provide more of a voice to our employees.
- 3. Tailored learning and development:** Continue to deliver learning and development opportunities and provide upskilling programmes related to purpose and market trends.

Our 2024 highlights

Embedding our purpose

Our purpose – powering people and organisations to fulfil their unique potential – underpins everything we do and is embedded in our global people practices to deliver a world-class employee experience. In July 2024, we unified our brand, bringing together our historically separate brands under the one Robert Walters banner. This was complemented by the introduction of our internal **Winning as One** strategy, which placed our purpose and people at the centre of our transformation.

The strategy focused on developing a high-performing, value-driven culture of disciplined entrepreneurs who collaborate to improve, compete, deliver and win. To engage and educate our employees about this new vision, strategy and brand unification, we crafted a clear internal narrative which not only informed but inspired and motivated our people to see the value of the journey and their role in its success.

As part of this launch, we refreshed our values:

- **Integrity:** Speak honestly, act with integrity and keep promises.
- **Inclusive:** Listen, include and respect diversity.
- **Innovate:** Stay curious, adapt and lead.
- **United:** Work together, holding ourselves accountable.

To strengthen engagement, we developed a communications plan focusing on consistent storytelling, providing tools and guidance to foster pride and alignment. Our emphasis on building community and collaboration across all entities and geographies helped to reinforce a #oneteam culture.

A key highlight of our internal activation was our inaugural Global Collaboration Day, which brought employees together to encourage learning, collaboration and business development, aligning everyone with our new vision and strategy.

The success of this initiative was reflected in our employee engagement survey, with 78% of employees understanding the strategy and 75% feeling confident about its direction.

Actively listening to our people

In 2024, we continued to conduct our global employee engagement survey, partnering with employment engagement specialists Glint to provide the technology platform for the survey. This is now embedded as a bi-annual activity with an average of 83% percent of our people participating. In 2024, 77% of our people told us they feel aligned to our company purpose. Our overall engagement score was 75% which is in line with the Glint industry benchmark, reflecting a comparable level to other companies in the professional services category globally.

The employee engagement survey is just one part of our ongoing efforts to stay connected with our workforce. We empower managers with access to data specific to their teams, providing them with the training and tools needed to engage in meaningful conversations about what engagement means for their people.

We were proud to see key strengths in areas including empowerment and purpose, and that employees feel their managers genuinely care for them. Additionally, our people expressed a strong sense of ownership over their contributions to our collective success. The survey provides valuable

feedback, and in response, action plans have been created both globally and within each team.

We also launched new onboarding and offboarding surveys through Glint, enabling us to capture valuable insights from employees at different stages of their journey with us. This continuous listening approach ensures that we remain responsive to the evolving needs of our people.

Developing our people

We're proud of the learning and development opportunities we offer employees, giving them the opportunity to build long successful careers with us. We take an agile approach to learning, while ensuring that we design programmes that support our people at every stage of their career, such as developing manager toolkits.

We take the time to understand our people's learning goals and align them with our business objectives to foster growth and development.

We also launched a global performance and career conversation toolkit alongside our regional appraisal process which includes practical tools and templates to support managers to run robust performance reviews with their people.

Connected to our agile approach to learning, we launched our learning management system, The Learning Hub, in March 2024, to give our people access to a wide range of resources at their fingertips, for both their personal and professional learning needs. This platform enables structured learning pathways by role as well as empowering our employees to take charge of their professional development, ensuring they have the tools needed to succeed.

Our targets

Maintain or increase employees completing the global employee engagement survey

82%+

Employees feel aligned to our company purpose

80%

Overall employee engagement index score

80%

Our progress and highlights

Employees completing the global employee engagement survey in 2024

83%

Employees feel aligned to our company purpose in 2024

77%

Overall employee engagement index score in 2024

75%

ESG Strategy continued

2. Enhancing our ED&I initiatives

At Robert Walters, we understand the transformative power of diversity and its essential role in helping our clients, candidates and colleagues reach their full potential. That's why we take a dual approach: promoting diverse hiring practices within our clients' organisations while fostering an inclusive workplace culture within our own business.

Our ambition

To be a global ED&I leader, leveraging our relationships with our clients, candidates and colleagues, alongside our inclusive recruiting expertise, to challenge status quo hiring practices.

Framework of approach

We will achieve our ambition by focusing on the following areas:

- 1. Consciously inclusive culture:** Create an inclusive culture with equitable processes and policies.
- 2. Amplified voices:** Increase allyship and develop upstander behaviour.
- 3. Leading the conversation:** Improve clients' diverse hiring with advisory services and thought leadership.
- 4. Inclusive accountable leadership:** Ensure leaders are diverse and inclusive.
- 5. Knowing our data:** Collect data to drive meaningful change.
- 6. Powering people potential:** Develop programmes to reach under-represented groups internally and externally.

Our 2024 highlights

Central to ED&I approach is our commitment to empowering our people and amplifying voices, ensuring all individuals can thrive and contribute meaningfully.

Empowering our people

Our regional ED&I councils continue to play a pivotal role in helping us achieve our ED&I goals. With seven councils globally, our dedicated group of over 100 volunteer ED&I council members is driving awareness, education and advocating for changes to policies and processes that support our inclusive culture.

In 2024, these councils played a key role in helping our global workforce celebrate over 20 cultural awareness moments, including Holi, International Women's Day, Pride, Ramadan, Black History Month, National Reconciliation Week, Africa Day, International Day of Transgender Visibility, World Mental Health Day, Diwali and International Men's Day. These celebrations were vital in building a greater sense of understanding and connection across our business.

Additionally, we've introduced new ED&I learning pathways through our updated learning management system, providing our people with the tools and resources to continue their educational journeys and deepen their understanding of ED&I.

Amplifying voices

In 2024, we continued our commitment to amplifying employee voices through our employee resource groups (ERGs). These voluntary, employee-led groups create a supportive environment where everyone feels safe to speak up, fostering a sense of belonging. ERGs provide

peer support, advocate for policy change, raise awareness with leadership on identity-related issues, and drive education through events, networking, and community engagement.

Our ERGs, though still developing, have become an integral part of our culture. One of the standout initiatives from 2024 was the launch of neurodiversity carers coffee mornings in the UK, offering support to parents within the business. These gatherings are just one example of how our ERGs are making a tangible impact, creating spaces for connection, support and shared learning.

Another key highlight was the Enable ERG's leadership team meeting with members of the Board to discuss the group's journey. This conversation covered the successes, opportunities and impact of the Enable ERG, a group which is focused on supporting colleagues with disabilities, long-term health conditions and neurodiversity, and those with caring responsibilities for members of those communities.

Supporting our clients

Our diverse hiring diagnostic, a key part of our talent advisory service line, has gained widespread recognition for its impact. It empowers employers with the knowledge to remove barriers and biases from their recruitment processes, thereby opening doors for talent from diverse backgrounds.

The diagnostic assesses the end-to-end recruitment process, analysing the impact of recruitment content and processes across multiple lenses, including age, disability and neurodiversity, ethnicity, gender, faith, LGBTQ+ and socio-economic, producing a bespoke report with clear actions including immediate steps that can be taken to deliver meaningful change and measurable results. Our diverse hiring practitioners - recognised leaders in minimising bias in recruitment - blend operational expertise with academic backgrounds in the career development of under-represented individuals. They work closely with clients to ensure that businesses can make lasting, positive changes to their hiring practices.

Advancing gender equity and leadership inclusion

As part of our ongoing commitment to gender equity in our business and building an inclusive workplace, we strive to create an environment where all employees thrive, regardless of gender. Our focus remains on advancing gender balance, within senior leadership and across the wider business.

In 2024, we met our 2025 target for global leaders (Associate Directors and above) identifying as women. This progress reflects our continued dedication to creating more opportunities for women to advance within our organisation, and we are proud to have gender balance within our leadership population.

Governance and policies

Equal opportunities

The Board remains committed to ensuring diversity through future Board appointments.

In accordance with the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013, the Group has provided the gender table below.

We seek to offer the opportunity to benefit from fair employment, without regard to gender, sexual orientation, marital status, race, religion or belief,

Our targets

Employees feel a sense of belonging at the Group by 2025

80%+

Global leaders (Associate Directors and above) that identify as female by 2025

50%

Percentage of promotions awarded to those identifying as female in 2023

50%+

age or disability, and full and fair consideration is given to the employment of disabled people for all suitable jobs.

In the event of any employee becoming disabled, every effort is made to ensure that employment continues within the existing or a similar role, and we seek to support disabled employees in all aspects of their training, development and promotion where it benefits both the employee and the Group.

Our progress and highlights

Employees that feel a sense of belonging at the Group in 2024

71%

Global leaders (Associate Directors and above) that identify as female in 2024

50%

Percentage of promotions awarded to those identifying as female in 2024

63%

Gender pay gap reporting UK

We support gender equality and in line with Gender Pay Gap legislation, we published our annual UK gender pay gap reports. The report can be found on our website:

robertwalters.co.uk/gender-pay-gap-report



	2024 average employees					2023 average employees				
	Male	Female	Unspecified	Total	Ratios (%)	Male	Female	Unspecified	Total	Ratios (%)
Board Directors	4	3	-	7	57:43:0	5	2	-	7	69:31:0
Executive Management (excluding Board members)	5	1	-	6	83:17:0	5	1	-	6	83:17:0
Senior Managers ¹	139	135	-	274	51:49:0	157	134	-	291	54:46:0
Other employees	1,275	2,057	-	3,332	38:62:0	1,509	2,450	3	3,962	38:62:0
	1,423	2,196	-	3,619	39:61:0	1,676	2,587	3	4,266	39:61:0

1. A senior manager is a person who is responsible for managing significant activities within the Group, or who is strategically important to part of the Group. This will include any operating country or regional directors and functional heads of department.

Board ethnicity	Number of Board Members	% of the Board	Numbers of senior positions on the Board (Chair, CEO, CFO, Senior Independent Director)	Number in executive management	% of executive management
White British or other White (including minority white groups)	6	86%	4	5	83%
Mixed/Multiple ethnic groups	-	0%	-	-	0%
Asian/Asian British	1	14%	-	1	17%
Black/African/Caribbean/Black British	-	0%	-	-	0%
Other ethnic group	-	0%	-	-	0%

ESG Strategy continued

3. Responding to a sustainable world of work

Our purpose is to power people and organisations to fulfil their unique potential. As a global champion for talent, we are committed to delivering better experiences and quality outcomes for our customers.

We support businesses that are leading the way in the transition to a sustainable economy and improving their ESG impact. Our distinct advantage is our ability to provide data-driven insights and research on ESG, recruitment and the future of work, enabling us to help businesses identify and retain the right talent for a sustainable future.

As ESG considerations continue to grow in importance across all industries, hiring practices will need to evolve. Companies must adapt by recruiting for new roles and skill sets, addressing emerging talent shortages, and incorporating ESG factors as essential criteria for certain positions. Additionally, candidates are increasingly seeking employers who share their values and are committed to sustainability and social impact.

We help guide businesses through these changes, ensuring they attract and retain talent aligned with their

ESG objectives, all while driving progress towards a more sustainable future. We are dedicated to powering people and organisations to unlock their full potential in this rapidly changing world of work.

Our ambition

To be a global talent solutions business that can respond to the new commercial opportunities within an ESG-informed economy.

Framework of approach

We will achieve our ambition by focusing on the following areas:

- 1. Insights:** Publish thought leadership on ESG and the transitioning economy to support clients through change.
- 2. Supporting the transition:** Shift our focus to clients and placements supporting the transition, and minimise work with lagging companies and sectors.

Our 2024 highlights

Talent advisory

In today's rapidly evolving global workforce, businesses face unique challenges in securing the talent needed to drive innovation and growth. To address these challenges, we developed our talent advisory service line, positioning us at the forefront of solving complex issues related to recruitment, talent and skills. By strategically leveraging data analytics, we provide employers with the insights necessary to navigate a competitive and constantly changing job market.

Our talent advisory service line offers tailored market intelligence, bespoke advisory services and innovative talent solutions. We support clients in addressing talent challenges across various geographies, industries and disciplines, enabling them to adapt to the evolving world of work and align with a sustainable future.

The shortage of key skills across industries has become a significant challenge for employers globally. Combined with the fast pace of technological advancements (particularly the rapid evolution of generative AI) and shifting work patterns – including hybrid, remote, multi-generational and gig work – businesses increasingly need strategic guidance.

Our talent advisory solutions are designed with our clients' needs in mind, continually evolving through our understanding of market shifts and access to deep market insights. This enables us to support our clients in navigating market changes, building organisational resilience and strengthening their meritocratic hiring strategies.

Our 2024 targets

Number of awards (win or finalist) our ESG for HR consultancy service recognised for in 2024

2

Host ESG for HR Masterclasses for our clients throughout 2024

Our progress and highlights

ESG for HR consultancy service awards (win or finalist) in 2024

2

We hosted ESG for HR Masterclasses globally for our clients in 2024

Bespoke advisory solutions built to support client needs in an ever-evolving market

ESG for HR

Attracting and retaining top talent is increasingly linked to a company's ability to communicate and deliver on its ESG commitments. As expectations evolve, particularly among the Gen Z workforce, businesses must align with the ESG areas that matter most to their workforce to attract the best talent.

To address this, we developed a pioneering consultancy service, centered around our award-winning Employee Sustainability Proposition Diagnostic. This service helps businesses identify key ESG factors important to employees, assess performance in these areas, and evaluate how effectively ESG strategies are communicated.

The diagnostic focuses on connecting ESG commitments to the employee value proposition, a crucial aspect for today's workforce who prioritise purposeful work aligned with personal values. The service delivers a comprehensive audit of a company's ESG strategy, along with tailored recommendations to strengthen talent attraction, enhance the employee value proposition and improve ESG communication.

Diverse Hiring Diagnostic

Recognising that diversity is not just a moral imperative but a business one, our diverse hiring diagnostic service leverages a data-informed diagnostic to identify and eliminate biases in the recruitment process. With a decade of experience, this service has supported businesses to create more inclusive workplaces and improved quality of hire.

Hire Train Deploy

Our Hire Train Deploy accelerate programme is designed to kickstart tech careers, close skills gaps, improve diversity and drive social mobility. By increasing access and expanding the tech community, it fosters a positive societal impact by offering businesses the opportunity enhance agility, broaden talent pools and strengthen people strategies.

In 2024, we welcomed our first cohort of early-in career consultants into the Hire Train Deploy accelerate programme, with 100% of our 14 graduates finding employment in their field. This success highlights the programme's effectiveness in

bridging the gap between education and industry, demonstrating real-world impact and the value we bring to both businesses and individuals.

As part of the programme, the Hire Train Deploy academy focuses on training graduates and school leavers for 4 to 12 weeks, providing them with the skills necessary for success. Upon completion, these individuals are deployed to our clients' early-career programmes, helping businesses access fresh talent while fostering the development of the next generation of tech professionals and nurturing diverse leaders of the future.

Delivered through our recruitment outsourcing service line, Hire Train Deploy provides a socially responsible approach for employers to build diverse, skilled tech talent pipelines. Leveraging our global reach, extensive talent pool and expertise in recruitment, assessment and training, we identify high-potential early-career talent and place them with employers seeking skilled, accredited professionals. Supported by a robust career development framework, this process helps businesses de-risk their people strategy while empowering individuals from under-represented groups, career returners and ex-military personnel to build successful, long-term careers in tech.

By advancing diversity, promoting inclusivity and igniting opportunity for all, Hire Train Deploy is helping shape a sustainable and inclusive future for the workforce.

Recognised as global ESG leader

We continue to be recognised as a leader in our field, with our services being shortlisted for several prestigious awards, including the APSCo Awards for Excellence in Best Innovation (ESG), HR Excellence Awards for HR Consultancy of the Year, Global Recruiter Award for Best Equity, Diversity & Inclusion Strategy, Talint Tiara Awards for EDI and Innovation of the Year, and the British Recruitment Awards for Diversity & Inclusion Initiative of the Year.



ESG Strategy continued

4. Reducing our environmental impact

As a business we are committed to reducing our environmental impact, recognising the global threat posed by climate change. We take our responsibility to safeguard the environment for future generations seriously, as in order to power people and organisations to fulfil their unique potential, we must also protect the planet we all share.

We're taking action to reduce our emissions, increase the use of renewable energy and empower our offices to take local action to reduce our impact on the environment, to help us reach our target of net zero by 2040 across Scope 1 and Scope 2 greenhouse gas (GHG) emissions.

Our ambition

To be an environmentally conscious business which understands and reduces its environmental impact globally.

Framework of approach

We will achieve our ambition by focusing on the following areas:

- 1. Group level decarbonisation:**
Set a net-zero target for 2040.
Use our decarbonisation framework to reduce carbon emissions as much as possible.
- 2. Environmental reporting:**
Maintain regulatory compliance with climate-related reporting.
- 3. Local environmental initiatives:**
Engage employees with local initiatives focusing on waste, water and energy.

Our 2024 highlights

Local action supporting global goals

Our Amsterdam, Dublin, London and Paris offices have all successfully maintained ISO 14001 accreditation, the international standard for environmental management. Supported by our global ESG Champions and ESG Committee, our local offices are also empowered to take local action that helps to reduce our environmental impact and support us in achieving our global goals.

For example, all office buildings in Tokyo and Osaka use 100% renewable electricity, and a number of countries including Ireland and the UK have already commenced the move towards using low carbon electricity. Our London and Manchester offices moved to a renewable energy supply in October 2024. Meanwhile, offices in the Philippines, Hong Kong and the UK have implemented energy-saving initiatives like smart lighting and air conditioning controls to minimise energy consumption.

These offices also prioritise reusing materials and furniture, as well as donating outdated merchandise. In Korea, the office building purifies and reuses water for toilets and gardening, contributing to further reductions in water usage.

These initiatives across our offices demonstrate our continued commitment to sustainability and reducing our environmental impact.

Reducing our emissions

We're taking action to reduce our emissions to help us reach our target of net zero by 2040 across Scope 1 and Scope 2 greenhouse gas (GHG) emissions. When any of our offices renew or take a new lease we choose a renewable energy supplier where available. We're also focused on reducing our emissions from business travel, with a reduction in business travel emissions per head of 55% compared to the 2019 base line year. And we are moving our company car fleet to hybrid or electric vehicles in EU, with 73% being hybrid or electric in 2024 (2023: 47%).

Additionally, we are looking at enhancing our Scope 3 emission reporting by including a wider range of categories with a view to incorporation into our 2040 net zero target.

A commitment to best practice

In line with industry best practices, we remain committed to maintaining a range of environmental policies, such as our Carbon Reduction Plan, Sustainable Procurement Policy Statement and Carbon Conscious Business Travel Policy. These, together with our Environmental Policy Statement, Environmental Code of Conduct for suppliers and Sustainability Policy Statement, form the foundation of our ongoing sustainability efforts.

Our targets

Reach net zero across Scope 1 and 2 GHG emissions by

2040

Offices where we have control over energy sources to use renewable energy by 2035

100%

Percentage of company cars that are hybrid or electric vehicles in the EU by 2035

60%

Our progress and highlights

Total Group emissions reduced in 2024 against the base year* by

42%

Percentage of offices that use 100% renewable energy sources in 2024

35%

Percentage of company cars that are hybrid or electric vehicles in the EU in 2024

73%

*Using 2019 as the baseline year.



ESG Strategy continued

Task Force on Climate-related Financial Disclosures (TCFD)

This statement contains the Group's TCFD-aligned disclosure in accordance with the FCA's Listing Rules and BEIS' statutory instrument on climate-related financial disclosures. The Group has provided responses across the TCFD's pillars and aims to advance the maturity of its climate-related actions and disclosures on an annual basis. This statement complies with each of the TCFD's 11 recommended disclosures and is in compliance with the new Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 (SI 2022/31).

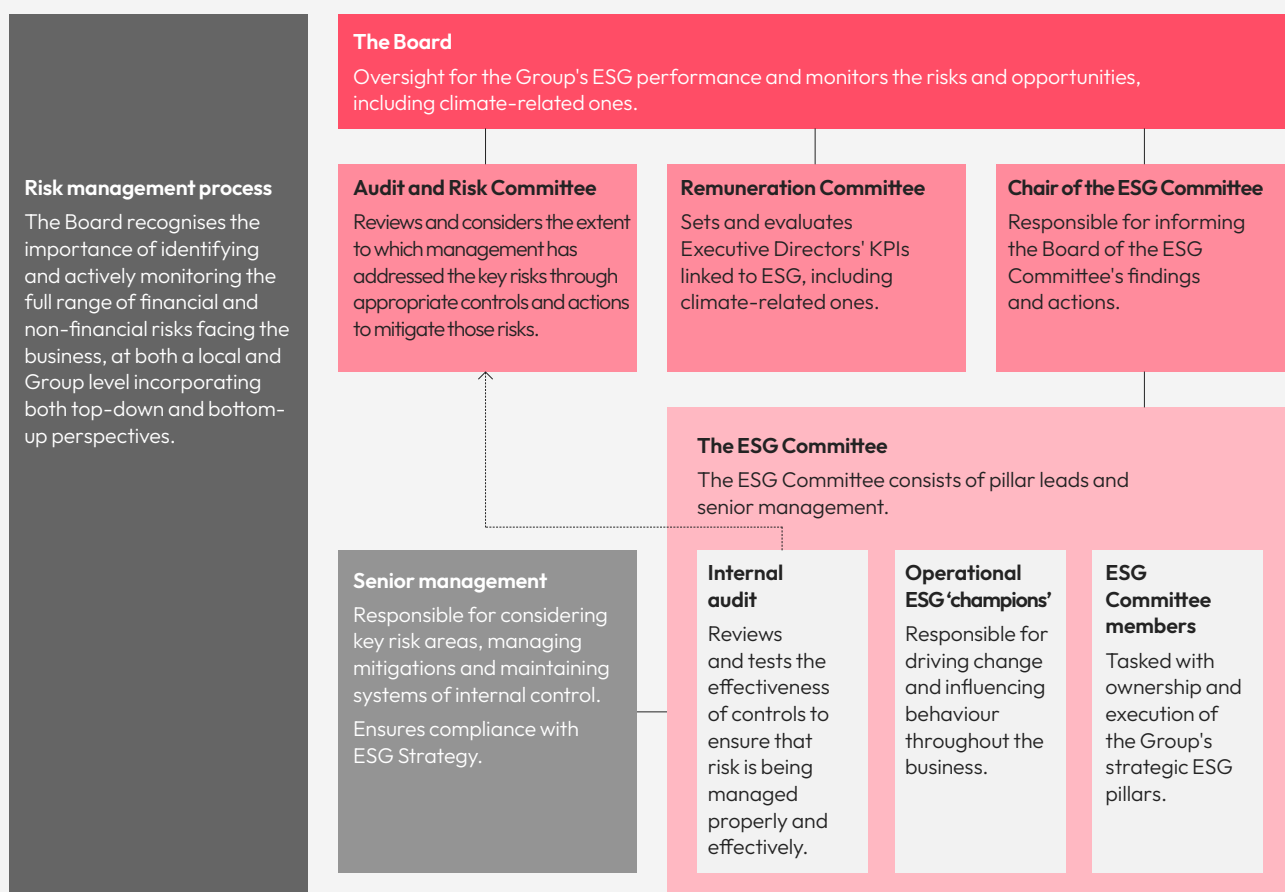
Governance

The Board has primary oversight for the Group's ESG performance and monitors the risks and opportunities, including climate-related ones. The Board considers climate-related issues when reviewing and guiding strategy, risk management policies, annual budget and business plans as well as setting the organisation's performance objectives, monitoring implementation and performance and overseeing major capital expenditures. ESG was a listed topic on the agenda at two Board meetings in the last year, the mechanism through which the Board reviews emerging ESG issues for relevance to the Group's risk profile and company strategy. Any new emerging risks or changes in risk profile are then discussed at the Audit and Risk Committee meetings and a decision is made on whether they should be included in the Group's risk matrix.

During the year, the Board used the updates from the ESG Committee to review progress made against the Group's ESG strategy and the Group's ESG targets, among others.

The ESG Committee was established at the beginning of 2021 and met five times in 2024. The Committee has ownership and responsibility for the execution of the Group's ESG strategy and consists of key stakeholders from across the Group including members of the Operating Board and business support functions.

David Bower (CFO) is the Chair of the ESG Committee and is responsible for informing the Board of the Committee's findings and of any required actions. The Committee includes two operational ESG 'champions' responsible for driving change and influencing behaviour throughout the business, working with local management



teams to meet the Group's ESG targets, including the environmental targets. These targets (listed on page 90) have been incorporated into the Executive Directors' KPIs, as well as those of senior management.

Climate-related risks are identified, assessed and managed in line with the Group's risk management process outlined in full on pages 40 to 41.

Strategy

Climate change mitigation is a key piece of the Group's environment pillar within our ESG strategy. We have made a commitment to reach net zero by 2040 across scope 1 and 2 GHG emissions, and continue to progress against our GHG emissions reduction targets as found on page 41.

The Group recognises that climate change, specifically the transition to a low carbon economy, will change the landscape in which the business operates. In 2022, we undertook a qualitative scenario analysis which assessed the material climate-related risks and opportunities (CRROs) within a 2°C by 2100 warming scenario.

The process consisted of engaging key internal stakeholders across risk, strategy, operations, communications and other support functions, to examine potential impacts of the scenario. The Group utilised assumptions of physical risks from the Representative Concentration Pathways (RCP 3.4) and assumptions about policy change, market dynamics and customer demand from the Shared Socioeconomic Pathways (SSP2).

We assessed the impacts of the 2°C scenario up until 2050, such that we would be reasonably able to influence upcoming decisions around strategies, capital allocations, costs and revenues. The scenario we examined was centred on a disorderly transition, where economies take reactive, regional approaches to climate change challenges, rather than globally co-ordinated responses.

In this scenario, the wider implications related to the Group were broadly categorised as the following:

- **Green skills:** The demand for green skills could increase, creating a widening gap between demand for talent and availability.
- **Clients decarbonising their operations:** Clients could face more pressure to decarbonise, and therefore would need to hire individuals with green skills. This is already underway for Financial Services, a key client category, that is under increasing pressure to reduce operations and financed emissions (i.e. their funds and the issuers within those funds).
- **Climate migrants and brain drain:** Climate catastrophes and desertification moving from the equator outwards could result in climate migration. The majority of such migrants would likely be displaced internally, with only a minority of the wealthiest individuals moving internationally. This could cause brain drain, further exacerbating international inequalities.
- **Climate resilience:** For those CRROs where the Group is most exposed, we have established mitigating activities to minimise any impact and capitalise on opportunities.

As the transition to a low-carbon economy continues, the Group has put in place actions to strengthen our green skills recruitment and support both clients and candidates in navigating a changing market. This could have the potential of increasing revenues, where the Group is able to increase the number of placements for companies seeking green and other sustainability skills. Our plan and associated KPIs can be found in our Sustainable World of Work pillar, on pages 38 to 39.

As a people-centred business, some key risks are centred around our employees' welfare and candidates wanting to work for purpose-led businesses. We believe that our










Workforce Engagement (pages 34 to 35) and ED&I (pages 36 to 37) pillars will enhance employee welfare and communicate our sustainability progress to current employees and emerging talent, which in turn may give us access to a wider talent pool. As a business that is not strongly exposed to climate-related risks and which is in a position to benefit from emerging climate-related specialist career opportunities, we believe our financial performance and operations will not be under severe stress from climate change. Our strength is in the flexibility of our business strategy and we have an opportunity to assist in enabling employment to a new generation of individuals to whom purpose and sustainability is extremely important.

The process for reviewing, identifying, assessing, and managing climate-related and emerging risks, is integrated into the Company's overall risk management process. Climate-related risk is continually evolving, and the potential impact to our organisation in the revised short (current to 2027), medium (2028 to 2040) and long term (2041 to 2050) and our impact on the environment has been considered. A range of risks have been identified and reviewed, with mitigating activities for each agreed upon. The materiality of these risks is assessed based on their likelihood and potential financial impact. Our most material individual CRROs can be found in the table on the following pages.

ESG Strategy continued



Climate-related risks and opportunities

Opportunity	TCFD category	Description of impact	Short term	Mid term	Long term	Activities to capture opportunity
Helping stakeholders adapt to climate change and the transition to a sustainable economy	Transition: Market	<p>The transition to a low-carbon economy and the physical impacts of climate change may have disruptive effects on people and the world of work.</p> <p>Employees may require more support from recruitment companies as they navigate changes to their routine working conditions.</p>	●	●	●	<p>The Group has developed award-winning Future of Work services (including Diverse Hiring, ESG for Hiring and Candidate Experience), which are designed to provide customers with clear and actionable recommendations to improve their hiring and retention strategy. This will enable the Group to support clients in achieving their ESG objectives and targets in addition to assisting the Group in being recognised as a thought leader in sustainable HR. With the roll out of Zenith, the Group's customer relationship management (CRM) system, the Group plans to refine its framework for the classification of sustainable jobs, to establish a formal tracking of recruitment pipelines. This will put the Group in the position to support and benefit from the growth in sustainable and ESG-aligned investment and skills. As the Group obtains relevant data, we will continue to refine horizon scanning for emerging ESG market trends and climate-related risks and opportunities for the Group and our clients. Monitoring market trends will allow us to explore the possibility of creating a 'sustainable' recruitment division to capture any increased investment in that space.</p>
Climate-related cost of living crisis	Transition: Market	<p>Climate change and the transition to a low-carbon world could increase the cost of living (e.g. energy cost through policy taxes, or food prices due to droughts), putting pressure on people's economic welfare. This could have an impact on the financial wellbeing of the Group's employees.</p>	●	●	●	<p>The Group operates in a highly competitive sector. We are a professional services company and our approach to the remuneration of all employees has been fundamental to our culture and our success over the years. We pay well across the Group, based upon talent, merit and performance, as well as continue to provide employees with benefits to support them and their families in their personal lives.</p> <p>Beyond the existing support we provide through our management and HR teams, we also encourage our people to make use of the locally relevant Employee Assistance Programme (EAP), which offers financial and wellbeing advice.</p> <p>We support gender pay equality and are committed to taking action to close gaps where these may exist.</p> <p>We clearly communicate and promote the Group's contribution to ESG, to improve employee awareness and also provide a sense of purpose.</p>







Opportunity	TCFD category	Description of impact	Short term	Mid term	Long term	Activities to capture opportunity
Rising energy costs	Transition: Market	<p>As regulation becomes more stringent, high emissive sources of energy may become more expensive.</p> <p>This may increase energy costs and therefore operating costs.</p>				<p>As part of our ESG strategy, we are committed to choosing low-carbon and renewable energy, targeting 100% use of renewable energy by 2035 in offices where we have control over our energy supply.</p> <p>To this end, a number of countries including Ireland and the UK have already commenced the move towards using low carbon electricity, with a change to renewable energy supply to our London and Manchester offices with effect from October 2024.</p> <p>In addition, we are also committed to reducing total energy consumption.</p>
Talent attraction and retention	Transition: Reputational	<p>Younger talent may increasingly want to align their personal purpose with their employer's purpose.</p> <p>If the Group is slow in its action against climate change, it could struggle to attract and retain talent.</p>				<p>The Group acknowledges the very real threat of climate change, and we are committed to further reducing our impact on the environment and continue embedding purpose throughout business activities and into the employee value proposition (EVP).</p>
Enhanced carbon reporting obligations	Transition: Policy	<p>The Group is dealing with the rapidly changing landscape of carbon reporting and will need to ensure disclosures are aligned with reporting requirements.</p>				<p>The requirements of climate-related corporate reporting and disclosures are reviewed by the Group Financial Controller annually and are written in line with legislative disclosure requirements.</p>

ESG Strategy continued

Climate-related risks and opportunities

Opportunity	TCFD category	Description of impact	Short term	Mid term	Long term	Activities to capture opportunity
Acute asset damage	Physical: Acute	<p>As temperatures rise, there may be more extreme weather events (e.g. floods) which could impact some of the Group's office locations.</p> <p>Damages could result in extra costs for the business and interruption of business activity.</p> <p>With the advent of remote working, employees' homes could increase the amount of locations with the potential of being impacted by physical risks.</p>				<p>The Group operates from leased office space and as a service industry has limited high-value physical assets.</p> <p>The Group is geographically diversified and our disaster recovery processes, which are regularly reviewed, ensure the Group is able to mitigate natural disaster risks (e.g. floods, earthquakes).</p> <p>In addition, the provision of Microsoft Surface Pros, one of the most sustainable choices on the market, to all staff ensures we have the flexibility to work remotely as required.</p>
Climate impact on physical work conditions	Physical: Chronic	As temperatures rise, the working conditions during very warm periods may negatively affect employees' productivity and mental wellbeing.				The wellbeing of our people is a high priority. The Group has management and HR support available in all locations to assist employees in managing productivity and wellbeing in offices where climate has an impact on working conditions.

Risk/opportunity

 Low risk	 Low opportunity
 Medium risk	 Medium opportunity
 High risk	 High opportunity

Time horizon

Short term: Current – 2027

Mid term: 2028 – 2040

Long term: 2041 – 2050

Risk management

As detailed in the strategy section of the TFCF statement on page 43, in 2022 the Group undertook a qualitative scenario analysis which included an assessment of predicted physical, regulatory and societal shifts in a 2°C warming scenario. Through this process the Group identified relevant CRROs and assessed their impact up until 2050. The CRROs identified and monitored are disclosed in the CRRO table on pages 44 to 46.

The Board recognises the importance of identifying and actively monitoring the full range of financial and non-financial risks facing the business, at both a local and Group level.

The materiality of risks is considered as a product of occurrence (the likelihood of the risk happening within the next 10 years) and impact (the degree of the impact should the risk happen), with a summary of the key risks that we believe could potentially impact the Group's operating and financial performance disclosed in our Principal Risks and Uncertainties section on pages 58 to 66. At present, in relation to the key risks identified in the Principal Risks and Uncertainties section, the relevant CRROs identified are not considered to have an individually material impact for the Group, however a failure to identify and manage climate-related risks and opportunities is considered relevant.

The processes for mitigating the identified CRROs can be found in the CRRO table on pages 44 to 46. As part of the overall risk management process, which includes CRROs, the Audit and Risk Committee reviews and considers the extent to which management has addressed the key risks through appropriate controls and actions to mitigate those risks.

CRROs are managed and prioritised as part of the Group's overall risk identification and management process (outlined in full on page 58). Additionally, we review the outcome of the scenario analysis annually and consider any key assumptions and market trends that might uncover

“The Board recognises the importance of identifying and actively monitoring the full range of financial and non-financial risks facing the business.”



emerging risks or opportunities. The Group will continue to monitor the CRROs and their significance (including existing and emerging regulatory requirements), assisted by the ESG Committee and the Group's overall risk management process, implement mitigating activities, and disclose in line with materiality to the Group.

Metrics and targets

Commitment to the ongoing tracking and monitoring of climate-relevant metrics facilitates the effective management of the CRROs. The Group has set specific climate-related targets, disclosed on page 41.

The Group measures and reports Scope 1, 2 and 3 emissions which are summarised in the table overleaf in line with the Greenhouse Gas (GHG) methodology. The Group reports absolute figures (tonnes of CO₂e) and intensity figures (CO₂e per head) across all scopes.

ESG Strategy continued



Streamlined Energy Carbon Reporting (SECR)

This section includes our mandatory reporting of greenhouse gas emissions pursuant to the 'streamlined and more effective energy and carbon reporting framework' for the UK – SECR, which was enacted into law in 2018 through The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

Reporting year

The greenhouse gas emissions report has been prepared based on a reporting year of 1 January to 31 December 2024, which is the same as the Group's financial reporting period.

Reporting boundary

The Group's report is based on all entities and offices which are either owned or under operational control globally.

Methodology and scope

The methodology used to calculate the Group's emissions is based on the 'Environmental Reporting Guidelines: including Mandatory Greenhouse Gas Emissions Reporting Guidance' (June 2013 as updated in March 2019) issued by the Department for Environment, Food and Rural Affairs (Defra).

The Group has also utilised Defra's 2024 conversion factors within the reporting methodology.

The greenhouse gas emissions data has been prepared with reference to GHG protocol, which categorises greenhouse gas emissions into three scopes. Reporting on emissions from Scope 1 (direct GHG emissions) and Scope 2 (indirect GHG emissions) activities is mandatory.

The reporting of Scope 3 emissions (other indirect emissions from sources not owned or controlled by the Group) is voluntary and therefore, the Group reports on all those Scope 3 activities which it feels are relevant and sufficiently accurate and complete.

We have commenced a detailed screening process across all Scope 3 activities to identify those with the most significant impact, allowing us to focus our data collection efforts and expand our scope 3 reporting.

The Group's energy consumption in kWh has been calculated for 2024 by taking the calculated fuel consumed by the Group for gas and electricity usage and combining with an estimated kWh for our company cars and business-related travel by employees using their personal vehicles.

Intensity metric

The Group has recorded the total global emissions, in tonnes of CO₂e (tCO₂e), and has decided to use an intensity metric of tonnes of CO₂e per head, which the Group believes is the most relevant indication of our growth and provides the best comparative measure over time.

The table below shows the total global emissions in tonnes of CO₂e and tonnes of CO₂e per head for the Group. It also shows the Group's energy consumption for UK and non-UK activities.

Base year

The 2019 financial year is being used as the baseline due to lower-than-average emission levels in 2020 during the global pandemic.

The base year and the prior year have been recalculated for changes to the scope of operation and measurements, including any additions to measured Scope 3 data. The base year and the prior year are also recalculated if more accurate data is identified.

Energy efficiency initiatives

Leading on from our 2023 energy initiatives we have continued to improve the energy efficiency of many of our UK offices most notably our Head Office in London. We have now replaced over 90% of the old fluorescent fittings and Halogen

downlights with new LED energy efficient luminaires. Our monitoring system continues to give us important information in terms of energy usage which has enabled us to reduce usage of energy especially outside normal office hours. The monitoring system helped us identify a lighting control system malfunction where lights would have been on all night enabling us to identify and now repair these issues making another saving in our energy usage.

We have replaced old fluorescent lighting in our Birmingham office which has resulted in a 3% reduction

in energy use for lighting. We plan to install timers on direct acting electric heaters in our Manchester office which should result in a reduction of approximately 67% for energy used by these heaters. Cooling systems in our London office are planned to have new insulation installed in 2025 with a potential 1% saving in energy over the old deteriorated insulation.

We will begin expanding our energy monitoring system to regional offices during 2025, which will give us additional information and visibility of our electrical energy usage and help us ensure our efficient use of energy.

Greenhouse gas emission source (base year 2019)

	Current Revision				Current Revision			
	2024 tCO ₂ e	2024 tCO ₂ e per head	2023 tCO ₂ e	2023 tCO ₂ e [^] per head	Variance %	2019 tCO ₂ e	2019 tCO ₂ e [^] per head	Variance %
Scope 1								
Vehicle fleet and purchased gas	570	0.19	668	0.19	(15%)	764	0.24	(25%)
Total scope 1 emissions	570	0.19	668	0.19	(15%)	764	0.24	(25%)
Scope 2								
Purchased electricity and heat	1,110	0.36	1,146	0.32	(3%)	1,704	0.54	(35%)
Total scope 2 emissions	1,110	0.36	1,146	0.32	(3%)	1,704	0.54	(35%)
Scope 3								
Business travel – air	650	0.21	1,065	0.30	(39%)	1,560	0.49	(58%)
Business travel – land*	193	0.06	238	0.07	(19%)	376	0.12	(49%)
Transmission and distribution	78	0.03	81	0.02	(4%)	112	0.04	(30%)
Total scope 3 emissions	921	0.30	1,384	0.39	(33%)	2,048	0.65	(55%)
Total Group emissions	2,601	0.85	3,198	0.90	(19%)	4,516	1.43	(42%)
Scope 1 emissions								
UK	33	n/a	33	n/a		22	n/a	
Overseas	537	n/a	635	n/a		742	n/a	
Scope 2 emissions								
UK	154	n/a	150	n/a		296	n/a	
Overseas	956	n/a	996	n/a		1,408	n/a	
Energy consumption (kWh)								
UK energy consumption (kWh)	1,067,650	n/a	1,110,561	n/a		1,576,801	n/a	
Non-UK energy consumption (kWh)	5,724,044	n/a	6,237,891	n/a		5,641,293	n/a	
Total energy consumption (kWh)	6,791,694	n/a	7,348,452	n/a		7,218,094	n/a	

*Land travel includes all forms of land transport, such as rail and taxi, but excludes travel in the Group's vehicle fleet. The appropriate conversion factor for the method of transportation is applied to the distance travelled.

[^]The base year and the prior year have been recalculated for changes to the scope of operation and measurements, including any additions to measured Scope 3 data. The base year and the prior year are also recalculated if more accurate data is identified.

ESG Strategy continued

5. Supporting our communities

Supporting the communities in which we do business has always been important to us – it's part of our DNA, and our people have a long history of supporting local charities and community organisations which are focused on improving people's lives around the world



Our ambition

Our purpose is to power people and organisations to fulfil their unique potential, and this includes the support we give our local communities. We are committed to making a global impact through local actions that align with the UN's Sustainable Development Goals

(SDGs), focusing on eliminating poverty and hunger, ensuring access to clean water, reducing inequalities and sharing our skills and expertise to help disadvantaged groups access quality job opportunities.

We concentrate our efforts on the three key areas where we believe we can make the most significant impact:

- Delivering global impact through local action
- Investing in emerging and under-represented talent across all sections of society
- Providing pathways to employment

Framework of approach

- 1. Global corporate charitable partner:** Support a global charity partner at a business wide level.
- 2. Global Charity Day:** Continue to align local employee priorities to Global Charity Day.
- 3. Individual charitable activities:** Encourage employees to use their one paid volunteering day a year to donate their time to a given charity. This charity must align either to our ESG strategy or utilise their recruitment skills.

Our 2024 highlights

Transforming Tsavo with Global Angels

Since 2017, we've partnered with Global Angels as our global corporate charitable partner, working together with the local community in Tsavo, Kenya, empowering them to build a sustainable future.

Through our ongoing funding and year-round support, we drive initiatives that establish essential infrastructure, ensure access to clean water for drinking and agriculture, foster sustainable

farming techniques, provide education and training, and help create small businesses.

In 2024, we made significant progress with several impactful initiatives, including:

- Provide employment to local workers throughout the year for key infrastructure and agricultural projects, including building a new road and supporting soil regeneration efforts.
- Expanding the agricultural team to support shade houses, which provide food for workers and the school feeding program.
- Offering continued education and training, with a key project team member now in their third year of a Diploma in Community Development.
- Completing the construction of three eco-domes and laying the foundations for three more, to provide climate-proof accommodation and develop eco-friendly building techniques for the local community.
- Introducing modern and traditional bee hives to boost biodiversity and enhance pollination.

- Planting drought-resistant indigenous trees to combat soil erosion, along with grass to provide livestock feed and new orchards to enhance food production.
- Establishing thriving forest gardens and orchards with irrigation systems, producing regular harvests of papayas, bananas, lemons, oranges and pomegranates.

Our partnership continues to have a positive impact on the community, building resilience and creating long-term, sustainable change in Tsavo.

Global Charity Day

Every year our people come together to fundraise, volunteer their time and support a wide range of charities around the world for our Global Charity Day.

We're proud to give back to the communities in which we operate, and this Global Charity Day we supported charities that provide nutrition to those in need, offer support to children with critical illnesses and disabilities, empower young people to reach their full potential, deliver disaster relief and care for animals in need of treatment or shelter.

Supporting charities locally through employee action

Our local offices and employees are deeply committed to giving back to the communities where they live and work. Whether it's organising charity golf days, participating in sleep-outs or cycling for charity, our teams actively support a wide range of causes.

This spirit of giving reflects our core values and reinforces our mission to create positive change. Through these efforts, we harness the power of giving back, fostering a purpose-driven culture that empowers individuals to make a meaningful impact in the world around them.

Our targets

Amount raised through Global Charity Day fundraising from 2023 to 2025

£500k

Percentage of countries participating in Global Charity Day

100%

Lives positively impacted by 2030*

400k

*Using 2020 as the baseline year.

Our progress and highlights

Amount raised through Global Charity Day fundraising in 2023 and 2024

£264k

Percentage of countries that participated in Global Charity Day 2024

100%

Lives positively impacted since 2020

204k

ESG Strategy continued

6. Being a responsible business

We are committed to operating as responsible corporate citizens, upholding strong ethical principles, policies, procedures and practices in everything we do. This dedication shapes every aspect of our business, ensuring that we continue to be a trusted partner to our stakeholders.



Our ambition

To meet the evolving expectations of best practice governance, ensuring we always operate responsibly and with strong internal oversight.

Framework of approach

- 1. Structure and responsibilities:** Review organisational design for ESG governance and ensure the Board and senior leadership have a diverse combination of skills and experience to govern effectively.
- 2. Remuneration:** Ensure that remuneration policies promote long-term sustainable success.
- 3. Policies and procedures:** Continue to review policies, especially those aligned to business priorities, and continue to be a participant of the UN Global Compact.

Our 2024 highlights

Commitment to the UN Global Compact

In 2024 we were proud to continue as a participant of the UN Global Compact, a voluntary platform dedicated to responsible business practices. This ongoing commitment aligns our strategy and operations with the UN's Sustainable Development Goals (SDGs), focusing on human rights, labour, environment, and anti-corruption. With over 15,000 companies and 3,800 non-business signatories from 160+ countries, the UN Global Compact remains the largest corporate sustainability initiative in the world. Our continued membership reinforces our dedication to ethical business practices and a sustainable future, alongside other leading global businesses.

Continuing with our enhanced ESG Strategy

In 2024, we continued to rollout our enhanced ESG strategy, first introduced in 2023. We remain committed to engaging our employees through global webinars, ESG video content, and presentation packs, all designed to empower our people to communicate effectively with clients and candidates about our ESG priorities. The strategy continues to be shared externally through our Annual Report & Accounts, website and social media channels.

Built upon the six key pillars outlined in this ESG report, the strategy was developed following a thorough materiality assessment conducted by external ESG specialists.

Our targets

Annual rate of serious injuries and fatalities no more than

1%

Our progress and highlights

Annual rate of serious injuries and fatalities in 2024

<1%

Our ESG Committee, formed in 2021 and comprising members of our Board, senior management, and key stakeholders from our business support functions, remains responsible for driving our ESG strategy forward.

Accreditations and partnerships

We are committed to aligning with best practice frameworks and independent evaluation of our processes and ESG policies.

Our Brussels, London, Singapore and Paris offices are Ecovadis rated. We continue to be Cyber Essentials Certified, the scheme backed by the UK government to help businesses ensure they are protected from cyber threats.

We are certified under the Safety Schemes in Procurement (SSIP) Competence programme, and we hold a Construction Line Social Value Certificate, a supply chain prequalification system that assesses health and safety and ESG factors.

Our Amsterdam, Brussels, Dublin, Kuala Lumpur, London and Paris offices are all also ISO 9001 certified, and seven of our offices in Australia and New Zealand are ISO45001 certified, the international standard for health and safety. We were also

listed as a constituent member of the FTSE4Good Index for the 16th consecutive year.

Governance and social policies

Human rights and ethical behaviour

We respect all human rights and, in conducting our business, we regard those rights relating to non-discrimination, fair treatment and respect for privacy to be the most relevant and to have the greatest potential impact on its key stakeholder groups of clients, candidates, employees and suppliers. The Board has overall responsibility for ensuring the Group upholds and promotes respect for human rights. The business seeks to anticipate, prevent and mitigate any potential negative human rights impacts as well as enhance positive impacts through its policies and procedures and, in particular, through its policies regarding employment, equality and diversity. Robert Walters policies seek to both ensure that employees comply with all applicable legislation and regulation and to promote good practice.

Robert Walters' policies are formulated and kept up to date by the relevant business areas, authorised by the Board and communicated to all employees.

We have a zero-tolerance approach to bribery and corruption and have specific processes in place to prevent it. The business' Anti-Bribery policy (with specific reference to the Bribery Act) is included in core training to all employees. The Anti-Bribery policy is reviewed annually to ensure that it is current.

Robert Walters complies with the UK Modern Slavery Act 2015 and its obligations under it. We believe that we operate a supply chain with a very low inherent risk of slavery and human trafficking potential. As such, over and above our normal operating procedures, we have taken no specific steps in this regard.

Robert Walters undertakes extensive monitoring of the implementation of all of its policies and has not been made aware of significant breaches of policy or any incident in which the organisation's activities have resulted in an abuse of human rights.

Health and safety

The Chief Executive has overall responsibility for the implementation of the business' Health and Safety policy, with specific operational responsibility delegated to managers at each location. Every effort is made to ensure that all national safety requirements are met at all times, and there were no notable injuries or health and safety issues identified during the year.

