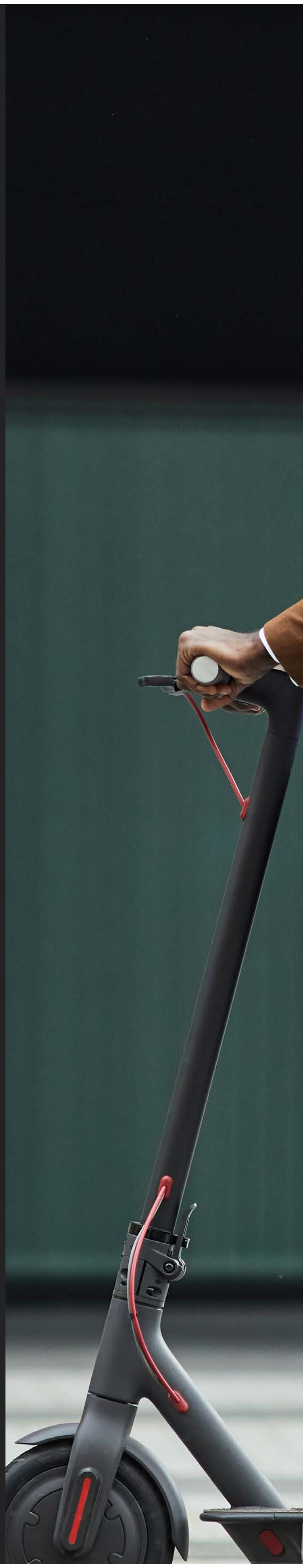
Our ESG Strategy
Non-financial sustainability information statement

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 2025, we continued to progress 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**

We have continued to make progress against our ESG strategy and continue to focus on opportunities to create positive impact. The following pages highlight our ongoing efforts and key activities in 2025.

ESG Strategy continued

The cornerstone of our ESG strategy

Our materiality assessment, conducted in 2022 by a specialist ESG consultancy, continues to inform the development and implementation of our ESG strategy.

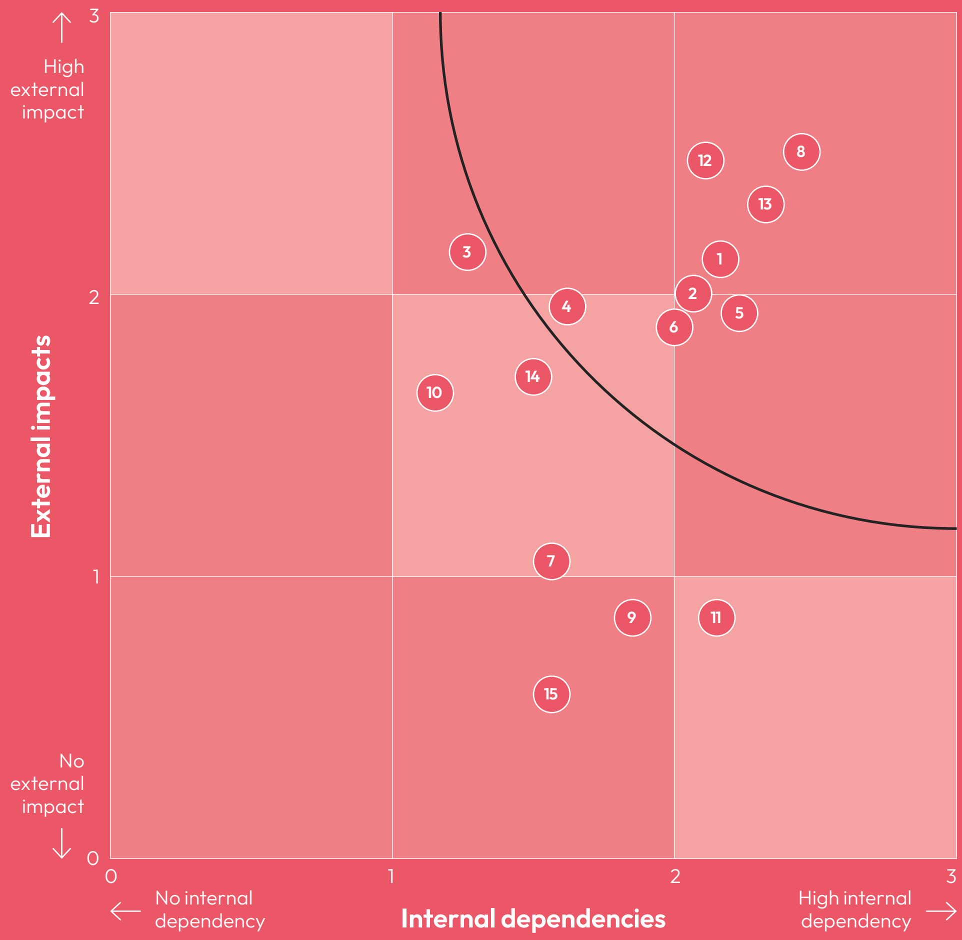
It helped us identify the ESG issues most relevant to our business, understand stakeholder perspectives and focus on the areas where we can have the greatest impact.

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 included a peer review to identify a long list of material issues relevant to the recruitment industry and our business, alongside primary research through surveys and interviews with internal stakeholders across a range of roles. This process informed the creation of the materiality matrix, highlighting the issues most pertinent to Robert Walters, and 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	Internal dependencies
1 **Candidate recruitment and placement**	Responding to a sustainable world of work
2 **Changing market dynamics**	
3 Charity and community engagement	Supporting our communities
4 **Climate change**	Reducing our environmental impact
5 **ED&I**	Enhancing our ED&I initiatives
6 **Employee wellbeing**	Engaging our workforce
7 Environment	Reducing our environmental impact
8 **Ethics and responsible business**	Being a responsible business
9 Health and safety	
10 Human rights	
11 Impact of services	Responding to a sustainable world of work
12 **Information security**	Being a responsible business
13 **Employee engagement, acquisition and retention**	Engaging our workforce
14 Risk and crisis management	Being a responsible business
15 Supply chain	

ESG Strategy continued

1. Engaging our workforce

We strive to create a workplace where our people can do their best work, collaborate effectively and continue to grow. Central to this is actively listening to our people, fostering open communication and continuously working towards enhancing our employee experience. By building a high-performance and purpose driven culture, we provide the tools, opportunities and support needed for our employees to thrive, achieve their full potential and succeed together.

Our ambition

To be led by our purpose - to power people and organisations to fulfil their unique potential - which resonates with our employees and informs our company culture.

By listening attentively to our people, we aim to support them in thriving 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 2025 highlights

In 2025, we continued to embed our high-performing, purpose-driven culture, ensuring we drive the right behaviours and outcomes across the business. Our purpose – powering people and organisations to fulfil their unique potential – remains the foundation of everything we do and is deeply integrated into our global people practices, delivering a world-class employee experience.

Building on the momentum from 2024, when we unified our brand under the Robert Walters banner and launched our Winning as One strategy, we strengthened our focus on collaboration and performance. This strategy champions disciplined entrepreneurs who work together to improve, compete, deliver and win.

A highlight of the year was the launch of Robert Walters Connect; a custom-built intranet designed specifically for our business. Robert Walters Connect provides a central hub for employees to stay informed, aligned and connected across teams, service lines and regions, bringing the Winning as One strategy to life. Alongside Robert Walters Connect, initiatives such as global town halls and leadership updates ensured employees had multiple channels to engage with the strategy, share knowledge and connect with colleagues worldwide.

To further foster collaboration and business development, we hosted key initiatives, including Global Collaboration Day and European Business Development Days, which brought together teams, service lines and countries to strengthen relationships, share insights and drive business growth. These initiatives reinforce our #oneteam culture and help embed our purpose and strategy across geographies.

Our efforts have delivered measurable impact:

- Increased cross-border collaboration and knowledge sharing.
- Stronger alignment with our Winning as One strategy.
- Recognition as one of the UK's Best Employers by the Financial Times, reflecting the strength of our culture, collaboration and commitment to our people.

Listening, acting and driving performance

In 2025, we continued our commitment to listening to and acting on employee feedback, including through our global engagement survey. The survey remains a cornerstone of our listening strategy, helping us stay connected to our people and responsive to their needs.

Our overall engagement score was 73%, a slight decrease of two points from 2024. Whilst this reflects the challenging market environment, it also demonstrates resilience and continued alignment with industry benchmarks. Importantly, our response rate of 81% shows that our people are willing to share their voice which is proof that our listening strategy is embedded and trusted.

As part of our high-performance culture, we saw encouraging results in key areas:

- 83% of employees feel clear about expectations in their role.
- 77% report having ongoing performance conversations with their managers.

These are strong indicators that our focus on clarity, accountability and continuous feedback is working.

A key opportunity identified was to strengthen communication across the organisation. To support this, we leveraged Robert Walters Connect, as a central hub for strategic insights, updates and two-way communication. Connect enables leaders to share consistent messages while providing employees with a trusted channel to access information, ask questions and engage with initiatives across teams and regions.

Beyond the survey, we listen to our people through a variety of channels, including empowering managers with team-specific insights and provide tools to foster meaningful conversations. We also expanded our continuous listening approach through onboarding and offboarding surveys, ensuring we capture feedback at every stage of the employee journey.

Developing our people

This year, we've continued to invest in creating meaningful learning and development opportunities that empower our people to build long, successful careers with us. This year, we've advanced our agile learning strategy by delivering targeted programmes that drive performance and business impact at every career stage. A key highlight was the re-launch Manager Masterclasses, designed to equip new managers with everything they need to lead their teams effectively and create high-performing, results-driven teams.

Our focus this year has been on commercial excellence, ensuring our teams have the skills to drive growth. For our outsourcing team, we delivered training centred on helping clients succeed and building habits to become highly effective in their roles.

We have also focused on embedding the initiatives we introduced last year – including performance standards, 1-2-1 executive coaching and 360 feedback – ensuring they deliver real impact for our people and the business. We continue to take the time to understand our employees' learning goals and align them with business objectives to foster growth and development. Building on last year's success, we are driving adoption of the global performance and career conversation toolkit, alongside our regional appraisal process, to help managers run robust performance reviews using practical tools and templates.

Our targets	Our progress and highlights
Maintain or increase employees completing the global employee engagement survey **82%+**	Employees completing the global employee engagement survey in 2025 **81%**
Employees feel aligned to our company purpose **80%**	Employees felt aligned to our company purpose in 2025 **76%**
Overall employee engagement index score **80%**	Overall employee engagement index score in 2025 **73%**

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 2025 highlights

We ground our ED&I efforts in supporting our people and championing diverse voices, fostering an environment where all can thrive and participate meaningfully.

Our regional ED&I councils remain central to driving progress on our inclusion goals. They champion awareness, education and policy improvements that strengthen our culture and create an environment where every individual can thrive.

In 2025, we continued to embed inclusion into our everyday practices through initiatives that reflect our commitment to equity and wellbeing. We strengthened our wellbeing agenda by training new Mental Health First Aiders in key locations, ensuring our people have access to support when they need it most. Initiatives such as Run for Cure and Celebrating Pink Friday reinforced our focus on community, health and shared purpose.

We also continued to embed ED&I learning into our development strategy through our Learning Hub (our learning management system), offering tailored pathways throughout employees' career journeys. These resources empower employees to deepen their understanding of inclusion and apply inclusive practices in their roles.

Creating safe spaces and driving inclusion

In 2025, we refocused our Employee Resource Groups (ERGs) on the topics that matter most to our people, creating spaces where everyone can feel supported and heard. These voluntary, employee-led groups continue to be a cornerstone of our inclusion strategy, offering peer support, advocating for policy improvements and providing leadership with insights on identity-related issues. To promote awareness and engagement, we also created dedicated spaces on our new intranet, Robert Walters Connect, helping employees easily find information and connect with ERG initiatives.

We were proud to sponsor the ExecTASocial event, bringing together Talent Acquisition leaders to explore inclusive hiring practices and the importance of neurodiversity in recruitment.

As a global workforce, our employees also drove the celebration of over 20 cultural awareness moments throughout the year, 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, connection and shared purpose across the business.

Supporting our clients

In 2025, our diverse hiring diagnostic, a client solution delivered through our talent advisory service line, continued to support employers by providing insights that remove barriers and biases from their recruitment processes, 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 gender, ethnicity & heritage, disability & neurodiversity, LGBTQ+, socio-economic, age, faith, parental & caregiving and ex-military, 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 underrepresented 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.

Achieving our target for global leaders identifying as women (Associate Directors and above) in 2024, one year ahead of our 2025 goal reflects our ongoing efforts to create 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, 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 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 by 2025

50%+

Our progress and highlights

Employees that feel a sense of belonging at the Group in 2025

69%

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

50%

Percentage of promotions awarded to those identifying as female in 2025

60%

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-paygap-report

	2025 average employees					2024 average employees				
	Male	Female	Unspecified	Total	Ratios (%)	Male	Female	Unspecified	Total	Ratios (%)
Board Directors	**4**	**3**	**-**	**7**	**57:43:0**	4	3	-	7	57:43:0
Executive Management (excluding Board members)	**5**	**2**	**-**	**7**	**71:29:0**	5	1	-	6	83:17:0
Senior Managers[1]	**131**	**133**	**-**	**264**	**50:50:0**	139	135	-	274	51:49:0
Other employees	**1,072**	**1,738**	**-**	**2,810**	**38:62:0**	1,275	2,057	-	3,332	38:62:0
	1,212	**1,876**	**-**	**3,088**	**39:61:0**	1,423	2,196	-	3,619	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	6	86%
Mixed/Multiple ethnic groups	-	0%	-	-	0%
Asian/Asian British	1	14%	-	1	14%
Black/African/Caribbean/Black British	-	0%	-	-	0%
Other ethnic group	-	0%	-	-	0%

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.

ESG considerations are now central to business strategy across all industries and 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 whilst driving progress towards a more sustainable future.

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 becoming trusted partners to organisations and sectors striving for sustainable, responsible growth.

Our 2025 highlights

Talent Advisory

In today's rapidly evolving global workforce, businesses face increasingly complex challenges in securing the talent needed to drive innovation and sustainable growth.

Our talent advisory service line was developed to meet these challenges head-on by empowering workforce strategies through trusted analysis and expert advice that helps organisations stay ahead in an ever-changing talent landscape. Positioned at the forefront of solving complex recruitment, talent and skills issues, everything we do is aligned to our clients' strategic objectives, enabling them to maximise the impact of every workforce decision.

By strategically leveraging validated data insights and proactive intelligence, we provide employers with a clear, end-to-end view of the talent market. Whether it's identifying untapped talent pools, analysing hiring processes or equipping leaders with the latest market knowledge, our Talent Advisory solutions unlock the full potential of both current and future workforces.

Our talent advisory service line delivers tailored market intelligence, bespoke advisory services and innovative talent solutions across geographies, industries and disciplines. We support organisations in navigating persistent skills shortages and aligning their workforce strategies with long-term, sustainable business goals, shaping scalable, future-ready workforces built on cultural and digital agility and high-impact talent development.

Against the backdrop of rapid technological advancement - particularly the acceleration of generative AI - and evolving work models such as hybrid, remote, multi-generational and gig work, the need for strategic workforce guidance has never been greater. Our talent advisory solutions continuously evolve through deep market insight and expert-led analysis, ensuring clients are equipped to adapt to change, build organisational resilience and strengthen meritocratic hiring strategies.

The result is strategic decision-making guided by industry-leading expertise and data-driven insight that delivers measurable, successful outcomes.

Diverse Hiring Diagnostic

Our Diverse Hiring Diagnostic, delivered through a core component of our talent advisory service line, supports organisations in building hiring strategies that champion diversity and inclusivity from the outset. Recognising that diversity is not only a moral imperative but a business one, the service leverages a data-informed diagnostic to identify and eliminate bias across the end-to-end recruitment process. As workplaces become increasingly interconnected, it enables employers to create recruitment practices that reflect the societies in which they operate while supporting sustainable business growth and improved quality of hire. In Asia, demand for our Diverse Hiring Diagnostic service increased last year, reflecting a growing focus on structured diversity and inclusion initiatives.

The diagnostic has gained widespread recognition for its impact and, over more than a decade, has supported businesses globally to create more inclusive workplaces. It reviews recruitment content and processes through nine lenses of diversity, including gender, ethnicity, disability and neurodiversity, LGBTQ+, socio-economic background, faith, age, ex-military experience and parental and caregiving responsibilities, empowering organisations to remove barriers and open doors to talent from diverse backgrounds.

Delivered by recognised practitioners in inclusive hiring, the Diverse Hiring Diagnostic combines expertise in diversity and inclusion, innovation, business sustainability and career development. Drawing on both academic insight and operational experience, our specialists produce bespoke reports with clear, actionable recommendations, including immediate steps that drive measurable improvement and support lasting, positive change in hiring practices.

Hire Train Deploy

Since its launch in 2024, the Hire Train Deploy Accelerate Academy has been developing early-career pathways in technology. In 2025, we welcomed our second cohort of emerging talent across our Business Change & Transformation and Software Development programmes. In preparation for future demand, we also established a London-based talent pool of 40 additional candidates, who, through our agile training model, have developed strong foundational skills that position them for long-term success.

The programme focuses on recognising capability over experience, identifying high-potential individuals and equipping them with industry-standard skills needed to thrive in today's ever-changing landscape. Training typically spans 4 to 12 weeks, after which participants join our clients' early-career programmes. This enables businesses to access fresh, diverse talent while supporting the development of the next generation of technology professionals and future leaders.

Among those deployed onsite with Robert Walters clients, we have already seen promotions, redeployment across multiple assignments and offers of permanent employment. In 2025, 100% of our 14 graduates from the second cohort secured employment in their field, demonstrating the programme's effectiveness in bridging the gap between education and industry and its tangible, real-world impact for both individuals and organisations.

Delivered through our consultancy 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, (including under-represented groups, career returners and ex-military personnel) 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 to build successful, long-term careers in technology.

By advancing diversity, promoting inclusivity and igniting opportunity for all, the Hire Train Deploy Accelerate programme not only kickstarts technology careers and closes skills gaps but also drives social mobility and fosters a positive societal impact. Businesses benefit from enhanced agility, broader talent pools and stronger people strategies, while participants gain the skills, experience and support needed to thrive in the workforce of the future.

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.

We also won the RCSA Award for Excellence Social Purpose at the Annual RCSA Awards in New Zealand. The award was received for our work with Fonterra where we delivered our diverse hiring diagnostic to help them become an even more inclusive organisation. In just four weeks, we presented 84 actionable recommendations that could be implemented throughout Fonterra's hiring process. The diagnostic was delivered with Fonterra's core values in mind: belonging, care and empowerment.

Thought leadership

We regularly publish thought leadership and market intelligence on recruitment, skills shortages, the future of work, Gen Z engagement, responsible and ethical AI and pay transparency. These data-led insights support organisations in navigating economic transition, evolving workforce expectations and increasing ESG considerations.

In 2025, key publications included Talent Trends, the Global Salary Survey, the Global Job Index and Global Talent Relocation Trends, reinforcing our position as a trusted adviser to clients worldwide.

Reflecting the growing importance of responsible innovation, we also delivered our global AI in Action roadshow across 11 countries. These in-person events engaged more than 300 clients and explored emerging AI trends and the practical application of artificial intelligence within recruitment.

Building on this momentum, we launched a global eGuide, AI in Action, examining how AI is transforming recruitment and outlining the trends expected to shape the future of hiring. This extended our insights to a wider global audience and strengthened our advisory capabilities in this rapidly evolving area.

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 targets	Our progress and highlights
Reach net zero across scope 1 and 2 GHG emissions by **2040**	Total Group emissions reduced in 2025 against the base year* by **51%**
Percentage of company cars that are hybrid or electric vehicles in the EU by 2035 **60%**	Percentage of company cars that are hybrid or electric vehicles in the EU in 2025 **75%**

*Using 2019 as the baseline year.

Our 2025 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 also use renewable energy supplies. Within EMEAA, 17 offices currently have suppliers that provide 100% renewable energy. Meanwhile, our 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 continuing to take 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 68% compared to the 2019 base line year. And we are moving our company car fleet to hybrid or electric vehicles in EU, with 75% being hybrid or electric in 2025 (2024: 73%).

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 Practice for suppliers and Sustainability Policy Statement, form the foundation of our ongoing sustainability efforts.

ESG Strategy continued
Task Force on Climate-related Financial Disclosures (TCFD)

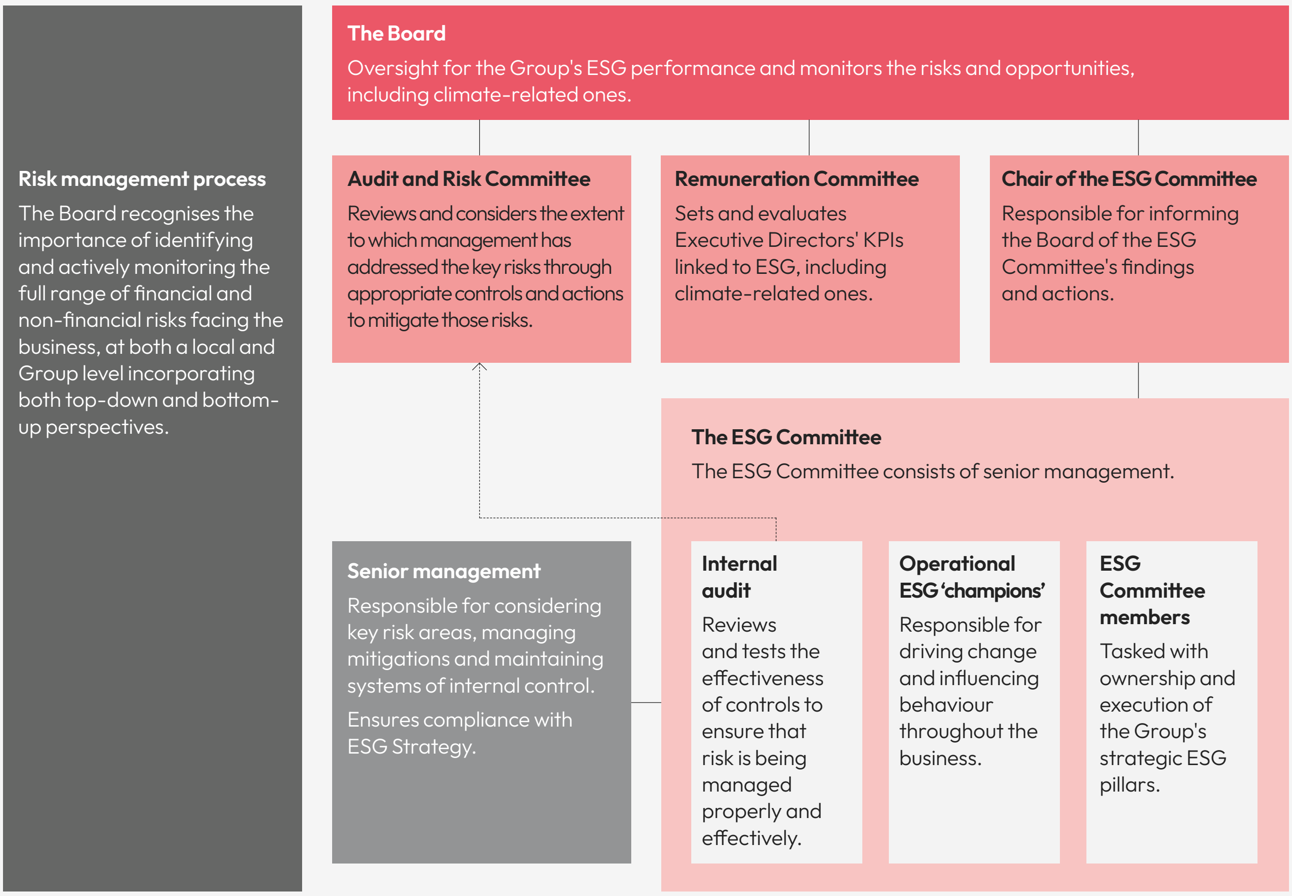
This statement contains the Group's TCFD-aligned disclosure in accordance with the FCA's Listing Rules and BEIS' statutory instrument on climate-related financial disclosures. The Group has provided responses across the TCFD's pillars and aims to advance the maturity of its climate-related actions and 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.

The ESG targets (listed on page 108) have been incorporated into the Executive Directors' KPIs, corresponding to a maximum annual bonus of 5%, 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 54 to 56.



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.

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 with the help of specialist ESG consultancy Sillion, 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 coordinated responses.

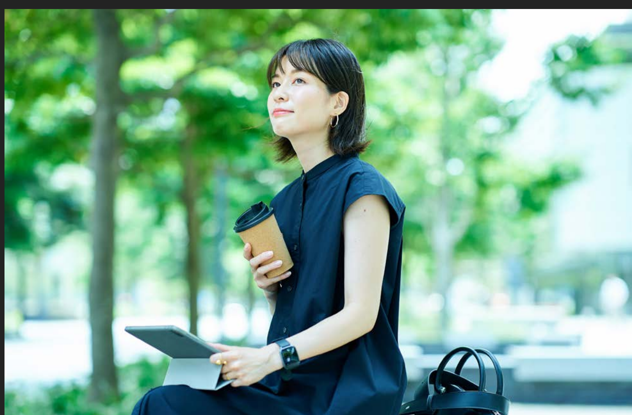
In this scenario, the wider implications related to the Group were broadly categorised as the following:

- 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 48 and 49.

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 44 to 45) and ED&I (pages 46 to 47) 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 2023), medium (2029 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	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. Employees may require more support from recruitment companies as they navigate changes to their routine working conditions.	●	●	●	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.

Risk	TCFD category	Description of impact	Short term	Mid term	Long term	Activities to capture opportunity
Climate-related cost of living crisis	Transition: Market	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.	●	●	●	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. 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. We support gender pay equality and are committed to taking action to close gaps where these may exist. We clearly communicate and promote the Group's contribution to ESG, to improve employee awareness and also provide a sense of purpose.

Risk	TCFD category	Description of impact	Short term	Mid term	Long term	Activities to capture opportunity
Rising energy costs	Transition: Market	As regulation becomes more stringent, high emissive sources of energy may become more expensive. This may increase energy costs and therefore operating costs.				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. To this end, a number of countries including Ireland and the UK have already commenced the move towards using low carbon electricity and we have approved the change to a renewable energy source, with effect from October 2024, of the energy supply to our London and Manchester offices. In addition, we are also committed to reducing total energy consumption.
Talent attraction and retention	Transition: Reputational	Younger talent may increasingly want to align their personal purpose with their employer's purpose. If the Group is slow in its action against climate change, it could struggle to attract and retain talent.				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).
Enhanced carbon reporting obligations	Transition: Policy	The Group is dealing with the rapidly changing landscape of carbon reporting and will need to ensure disclosures are aligned with reporting requirements.				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.

ESG Strategy continued

Climate-related risks and opportunities continued

Risk	TCFD category	Description of impact	Short term	Mid term	Long term	Activities to capture opportunity
Acute asset damage	Physical: Acute	As temperatures rise, there may be more extreme weather events (e.g. floods) which could impact some of the Group's office locations. Damages could result in extra costs for the business and interruption of business activity. With the advent of remote working, employees' homes could increase the amount of locations with the potential of being impacted by physical risks.				The Group operates from leased office space and as a service industry has limited high-value physical assets. 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). 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.
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
- Medium risk
- High risk
- Low opportunity
- Medium opportunity
- High opportunity

Time horizon

Short term: Current – 2028

Mid term: 2029 – 2040

Long term: 2041 – 2050

Risk management

As detailed in the strategy section of the TFCD statement on page 53, 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 54 to 56.

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 66 to 73. 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 54 to 56. 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 66). Additionally, we review the outcome of the scenario analysis annually and consider any key assumptions and market trends that might uncover 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 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 CO_2e) and intensity figures (CO_2e 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 2025, 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 2025 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 2025 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 CO_2e (tCO_2e), and has decided to use an intensity metric of tonnes of CO_2e 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 CO_2e and tonnes of CO_2e 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

As a result of our 2022 pilot scheme to enable us to more accurately measure, identify and attribute energy use, we have continued to make improvements to both plant and lighting during 2025, resulting in energy reductions in our London head office and our Birmingham office. Lighting upgrades are now 95% complete. We have installed real time energy monitoring systems allowing precise evaluation of energy usage in our London office. Old pumps in plant rooms have started to be replaced with more energy efficient models with a reduction of energy use against the older pumps of 4%.

Greenhouse gas emission source (base year 2019)

	2025 tCO_2e	2025 tCO_2e per head	Current Revision 2024 tCO_2e	Current Revision 2024 tCO_2e per head	2025 v 2024 tCO_2e Variance %	Current Revision 2019 tCO_2e	Current Revision 2019 tCO_2e per head	2025 v 2019 tCO_2e Variance %
Scope 1								
Vehicle fleet and purchased gas	**507**	**0.19**	563	0.18	(10%)	764	0.24	(34%)
Total scope 1 emissions	**507**	**0.19**	563	0.18	(10%)	764	0.24	(34%)
Scope 2								
Purchased electricity and heat	**1,096**	**0.41**	1,105	0.36	(1%)	1,704	0.54	(36%)
Total scope 2 emissions	**1,096**	**0.41**	1,105	0.36	(1%)	1,704	0.54	(36%)
Scope 3								
Business travel – air	**288**	**0.11**	650	0.21	(55%)	1,560	0.49	(82%)
Business travel – land*	**234**	**0.09**	193	0.06	21%	376	0.12	(38%)
Transmission and distribution	**82**	**0.03**	78	0.03	5%	112	0.04	(27%)
Total scope 3 emissions	**604**	**0.23**	921	0.30	(34%)	2,048	0.65	(70%)
Total Group emissions	**2,207**	**0.83**	2,589	0.84	(15%)	4,516	1.43	(51%)
Scope 1 emissions								
UK	**38**	**n/a**	33	n/a		22	n/a	
Overseas	**469**	**n/a**	530	n/a		742	n/a	
Scope 2 emissions								
UK	**150**	**n/a**	154	n/a		296	n/a	
Overseas	**945**	**n/a**	951	n/a		1,408	n/a	
Energy consumption (kWh)								
UK energy consumption (kWh)	**1,151,809**	**n/a**	1,067,650	n/a		1,576,801	n/a	
Non-UK energy consumption (kWh)	**4,372,502**	**n/a**	4,668,618	n/a		5,641,293	n/a	
Total energy consumption (kWh)	**5,524,311**	**n/a**	5,736,268	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 is fundamental to who we are. It's in our DNA and our people have a proud history of supporting local charities and community organisations which are focused on improving people's lives worldwide.

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 2025 highlights

Global Angels

Since 2017, Global Angels has been our global corporate charitable partner, working alongside the local community in Tsavo, Kenya, to create long-term, regenerative change. Through our continued funding, Global Angels delivers initiatives that strengthen essential infrastructure, improve water security, advance sustainable agriculture, provide education and training and create meaningful local employment.

In 2025, a major milestone was reached with the completion of the Global Angels Eco-Dome Village. All six climate-resilient, ensuite domes were finished, furnished and opened for use, alongside a fully equipped kitchen, dining space and landscaped courtyard. In May, the village welcomed its first Discovery Trip guests to stay on site. This marked the beginning of a new phase as the project evolves into a community-powered social enterprise that supports local jobs, skills development and environmental restoration.

This first phase was constructed using natural materials and earthbag building techniques. Under the leadership of the Tsavo Project Manager, 25 local participants were sponsored to train on site, providing steady income for their families while gaining practical qualifications in sustainable construction. An extended 20-week Earthbag Dome Building Course enabled ten builders to complete the full programme, with twenty now eligible to sit for Level 3 qualifications at the local college, opening pathways to long-term employment and leadership.

Hospitality, catering and organic farming training have also strengthened local livelihoods, equipping community members with practical skills to support guest stays while creating reliable income opportunities. Training enabled local teams to manage accommodation and catering for visiting groups, while organic farming and permaculture skills supported food production in the shade houses and orchards. Together, these roles help ensure the Eco-Dome Village generates ongoing employment, supports food security and channels the benefits of tourism directly into the local community.

Global Charity Day

Every year, our people come together to fundraise, volunteer their time and support a wide range of charities around the world through our Global Charity Day. We're proud to give back to the communities in which we operate, and this year, our employees chose to support charities providing healthcare, women and children's services, hospice and end-of-life care, youth development and mentorship, education, environmental conservation, animal welfare, social support and access to food and essential goods for those in need.

In 2025, employees participated in a range of volunteering activities such as litter-picking, cleaning and renovating community spaces, sorting donations, preparing and serving meals, and caring for children and babies. They also organised sports and arts days young people, and helped provide clothing and essentials to those experiencing homelessness.

During Global Charity Day, our people not only raised funds but also contributed valuable time, skills and support, making a tangible difference in their communities.

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 organising charity golf days, taking part in cycling events, competing in bus-pulling or endurance challenges, such as mountain climbs, 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	Our progress and highlights
Amount raised through Global Charity Day fundraising from 2023 to 2025 **£500k**	Amount raised through Global Charity Day fundraising in 2023, 2024 and 2025 **£326k**
Percentage of countries participating in Global Charity Day **100%**	Percentage of countries that participated in Global Charity Day 2025 **100%**
Lives positively impacted by 2030* **400k**	Lives positively impacted since 2020 **286k**

*Using 2020 as the baseline year.

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 2025 highlights

Commitment to the UN Global Compact

In 2025, 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 ESG Strategy

In 2025, we continued to advance our ESG strategy, first launched in 2023. We empower our employees to communicate our ESG priorities effectively, including through presentation packs and our new intranet, Robert Walters Connect. 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.

The Board maintains primary oversight of the Group's ESG performance, integrating ESG considerations, including climate-related matters, into strategic decision-making, risk management and performance objectives.

Accreditations and partnerships

We are committed to aligning with best practice frameworks and independent evaluation of our processes and ESG policies. We are proud to provide an update on our latest EcoVadis rating (a globally recognised sustainability ratings platform which evaluates companies across key areas, including Environment, Labour & Human Rights, Ethics and Sustainable Procurement). We have now been awarded a Bronze Medal for sustainability and ethical practices, placing us among the top 35% of companies assessed globally. This recognition highlights our continued commitment to implementing robust environmental policies, promoting labour and human rights and upholding strong ethical standards. 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, Paris and Brisbane offices are 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 17th 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 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 & Competition 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.