

SUSTAINABILITY REPORT



ROBERT WALTERS

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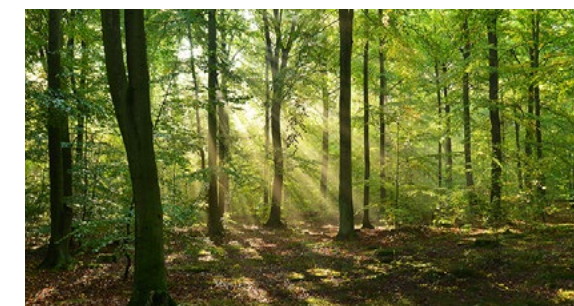
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ENVIRONMENT

We are a Carbon Balanced Business

The World Land Trust, environmental management and FTSE4Good.



WELCOME

Sustainability is a key part of Robert Walters' heritage and we have strong foundations to build on. It's about doing the right thing for our people, our candidates and clients, the communities we work in and the environment. Doing things the right way creates long-term value for Robert Walters.

01



BUILDING A SUSTAINABLE BUSINESS

Building a sustainable approach to business has been at the heart of Robert Walters' culture through the past 31 years. It started with creating a fulfilling environment for our people to work in and instilling a belief in doing recruitment the right way.

In turn we developed a genuinely passionate group of people who wanted to look after our candidates and clients for the long-term.

Our people stayed with us, developing their careers for the long-term. They grew the business across the globe, taking that unique culture with them. Their passion extends beyond the business to supporting the communities we work in today.

Whether we're developing great relationships with clients, working hard to engage our people, partnering with charities, or encouraging diversity, that's all part of our sustainable business strategy.

Our approach is to keep charitable and social initiatives relevant to our local communities, building on the strengths of our people and making

them integral to our business strategy. This means social responsibility isn't an afterthought, it's part of how we operate.

We're working hard to do more though - we've retained our FTSE4Good status since 2008, and over 25% of our people are working in ISO14001 certified offices – the International Standard for Environmental Management. Now, our CSR Working Group is pushing forward a globally aligned approach to take forward the best of what we're already doing, as well as launching new initiatives.

Giles Daubeney, Deputy CEO

In this report we'll cover our four sustainability cornerstones:

- **People**
- **Clients & Candidates**
- **Communities & Culture**
- **Environment**



PEOPLE

The Group's strategy for growth is centred on international expansion and discipline diversification. Our people are integral to the success of this strategy so we've always focused on building long-term careers, a home-grown management team and international mobility to deliver organic, sustainable growth.

02





GILES DAUBENEY

**WHAT MAKES ROBERT WALTERS' CULTURE
AND APPROACH TO DEVELOPING OUR
PEOPLE SUSTAINABLE FOR THE LONG-TERM?**

Giles Daubeney, Deputy CEO gives us his insight.



Our consultants stay with Robert Walters because we've worked hard to create an environment where they can see their careers grow with the company – it's very much organic growth and this benefits us because our people transfer that knowledge from one country to the next. International mobility is the key.

A TEAM APPROACH

We start with a team based approach - we find that gives people support from the outset and believe that makes us a stable business as we can instil in people the right way to do things and that in turn delivers profit.

Our non-commission approach is the key to how our teams work. Commission based environments can encourage people to look out for themselves, whereas at Robert Walters, whilst an individual's contribution is critical, everyone gets rewarded as a team - it's at the heart of our business.

Our people are very passionate about the business and we really encourage teamwork in everything we do – including our community and charity initiatives. It's a key part of how we work and you could really see that on our Global Charity Day last year. Every member of staff around the world committed to raise as much money as possible for their chosen charity.

OUR CULTURE AND COMMUNITY INITIATIVES ALIGNING

The teams worked very competitively but it was very much about working together. You could see there was a real desire to win and it was really encouraging to see the determination being channelled to raise as much money as they could for their cause - that competitive spirit and those team skills are what people need to be successful here and that's the reason we hire them in the first place.

We try to encourage that and bring it out during their work too – so to see that translated into something they're doing for a wider cause was just great to see. We're very much aligning our charity and community initiatives with our culture and how we work so it's more than an afterthought. That way we can naturally engage people much more.

HOME GROWN MANAGEMENT

Providing the career path into a management position is something we've traditionally been very good at and that really benefits us by propagating that culture and preserving it for us. I've been with the business seventeen years and that entrepreneurial spirit and those values of team work, integrity and passion are all still there. I think that's what makes us a sustainable business at our heart.

Giles Daubeney has worked at Robert Walters for the past 29 years and as the business has grown so has his career. Giles was appointed Deputy CEO in January 2016.



ENGAGING OUR PEOPLE

Luckily we don't have to work hard to keep staff involved. We hire entrepreneurial people who feel like they own their part of the business. But we don't leave it to chance. Our sponsorship of The British & Irish Lions is a chance for us to give staff another reason to be proud of our brand, our CEO & Deputy CEO videocasts keep staff involved about our global performance and regular team events keep everyone motivated.

COMMUNICATION AND INVOLVEMENT

Ask anyone in the business what makes Robert Walters special and team spirit will near the top of most people's list. Fostering that natural spirit is key.

Sponsorship of The Lions involved an international campaign to give staff a taste of the tour to Australia and Hong Kong. Our Hong Kong reception was Lions branded from floor to ceiling. Lucky consultants from the Irish and Australian businesses watched the team train. And everyone in the UK had the chance to meet rugby legends: Michael Lynagh and Richard Hill.

The whole business enjoyed Michael's specially written blog, with exclusive tour predictions and his thoughts on how to build great teams. Every member of staff had the opportunity to win tickets to see The Lions play and staff were involved in voting for the winning entry.

Regular team events are part of the culture - from our top achievers weekends to paint balling, sculpture, themed dinners, karting, rafting and softball tournaments. Our charity weeks also showcase that willingness to get involved, with teams taking part in everything from rowathons, cake sales and volunteering for a great cause.



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I can honestly say that more than anywhere else I've worked, I've been able to contribute to the office culture in this role. Everyone is encouraged to be themselves and to put their own personal stamp on things. Having the freedom and ability to run your own desk is one of the best things about working here.

Julia Horiuchi, Recruitment Manager, San Francisco

KEEPING STAFF INVOLVED



WELCOME

Welcome to our third Global News Update of 2016. We've had a positive third quarter, with Group net fee income up by 8% in constant currency.

In this issue we look back on yet another fantastic Global Charity Day, speak to our Belgian team and officially announce the renewal of our sponsorship of the British and Irish Lions, this time for their 2017 tour of New Zealand.

Giles Daubeney
Giles Daubeney
Deputy CEO

GLOBAL NEWS
DECEMBER 2016

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- British and Irish Lions Sponsorship - Page 2
- Focus on Belgium - Page 3
- Latest News from Resource Solutions - Page 5
- Charity Day 2016 - Pages 6 & 7

NET FEE INCOME UP 8%

The Group released its quarter three results on October 17th, with net fee income (gross profit) growing by 8% in constant currency. We delivered a good performance and all regions grew their fee income, coupled with a strong performance from Resource Solutions.

The UK grew net fee income by 9% year-on-year, with growth across commerce finance and the regions. Resource Solutions performed strongly, benefitting from the significant investment made during the first half of the year to implement a number of major client wins.

Europe achieved an 8% increase overall - The Netherlands, Spain, Germany and Switzerland all produced fee income growth in excess of 20% in constant currency.

Across our Asia Pacific businesses, net fee income was up 4%. Japan continued to see significant growth opportunities whilst Australia delivered another quarter of growth. Our other international markets comprising, the US, UAE, South Africa and Brazil, delivered net fee income growth of 28% in constant currency.

Robert Walters, CEO said: "The Group has had a good third quarter, demonstrating the strength of our global and diversified business. Current trading remains in line with market expectations."

We will publish our next trading update for the fourth quarter on 10 January 2017.

Our Group Brochure is now available in all offices globally.

See more from our Charity Day inside →



A milestone year for APAC

2016 is a year that we won't forget in APAC. I asked a few of the team what they think their view of how to summarise the year, "insane", seemed to be the consensus.

We have pretty much repeated the size of the business over the last year, and we are in the process of implementing a number of new initiatives that will ensure continued growth going forward.

I could say a huge thank you to everyone in APAC who has contributed to the year's success. The Global Charities Day, the Innovation Week, the 10th anniversary of the company, and the many other events and initiatives that have made this year so special.

In the region of the Americas, APAC, we achieved a record-breaking year. We achieved a record-breaking year in net fee income growth of 28% in constant currency.

THE BEAT

Building the foundation for a successful year ahead

It's all about the future. We're looking at the future of the company, the future of the industry, and the future of the world. We're looking at the future of the company, the future of the industry, and the future of the world.

January can often be a tough month for the office. There's a lot of change, a lot of new initiatives, and a lot of new challenges. But it's also a time of great opportunity, a time of great growth, and a time of great success.

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1. VIDEOCASTS TO ALL STAFF

Robert Walters, CEO and Giles Daubeney, Deputy CEO give regular video updates on business progress.

2. TOP PERFORMERS EVENTS

Regular events include Incentive Weekends for top performers around the world.

3. QUARTERLY 'GLOBAL NEWS' UPDATES

Sharing staff moves, insight and success once a quarter.

4. FLOOR WRAPS

Every Friday each business gathers to celebrate success.

5. BLOGS & NEWSLETTERS

Senior management give regular updates to staff.

DEVELOPMENT

Our people stay with Robert Walters because we've worked hard to create an environment where they can see their careers grow with the company. We're proud that many of our senior management team have been with us since joining as consultants and now lead some of our largest businesses across the globe.

13
YEARS

Average tenure of
senior management

Our philosophy is one of providing continuous professional development and learning opportunities to all staff with the aim of growing our future leaders from within.

We start with a team based approach that gives people support from the outset, this gives us greater stability as a business as everyone works together to instil in each team member the right way to do things – that in turn delivers value.

And we're known for the quality of our training. From the beginning we provide a range of workshops and crucially ensure managers are involved in designing and delivering that training to ensure learning is implemented day to day.

Our people take part in structured training programmes, covering formal skills training, ongoing mentoring from senior members of staff, peer learning and specially commissioned video based learning.

ACTIVITIES INCLUDE:

- Induction training: including Group values, diversity, the provision of high quality service to clients and candidates, marketing, HR and legal policies and procedures
- Consultant sales training: modular core skills training programmes - two to three day courses spread over the first two years of a consultants' tenure with the Group
- Management training for both fee earning and support staff
- Leadership training and development for directors
- Bespoke training plans for support staff

Serena Pook joined as a graduate in 2007, she's now Head of Internal Hiring for UK & EMEA.



Olly Harris joined as a consultant, now he's the CEO of one of our businesses.



CASE STUDY | Joanne Chua



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The Robert Walters strategy has always been to think long-term. When the market's tough we band together and go the extra mile to help everyone else out. That camaraderie is something I really value.

**HOME GROWN
MANAGEMENT IS
CRUCIAL TO OUR
SUSTAINABLE APPROACH
TO BUSINESS.**

We follow Joanne's
career story.

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leven years ago I sent my resume to Robert Walters – more in hope than expectation as although I had a commercial background, I didn't have experience at a multinational firm. I'd had offers from smaller recruitment players but I wanted to join an industry leader. Two hours after I clicked the “Send” button, I received a call from the head of the business and she became my boss for the next eight years. She saw my potential and that's typical of Robert Walters - we hire people who have passion and a desire to succeed.

I joined as a consultant in the HR recruitment division and helped to grow the business - which at the time was a relatively new discipline for the office. The team expanded and I was promoted to senior consultant in July 2007 and made manager of the HR division in January 2008.

In my first quarter at Robert Walters, I billed a record amount; in my second quarter I qualified for the Group's Annual Incentive Weekend trip to Hawaii. The opportunity to interact with people from different global offices was priceless. In my second year with the company, I qualified again – this time we went to South Africa.

CASE STUDY | Joanne Chua



Joanne has been with Robert Walters for 11 years, starting as a consultant in Singapore's HR division. In that time she's grown teams and been promoted to senior consultant, manager and in 2011 became an associate director. She is now account director for Southeast Asia and Greater China.

By 2011, I was asked to take on the supply chain and procurement division - as well as the business support team with the aim of growing those businesses, very much like I'd done with HR. I'm now account director for Southeast Asia and Greater China.

FOCUSED ON THE FUTURE

The Robert Walters strategy has always been to think long term, when the market's tough we band together and everyone goes the extra mile to help everyone else out. That camaraderie is something I really value. Frankly, this is a challenging job, fortunately, Robert Walters understands how to support its staff. This stems from the top management - they run the business with transparency and give us room for autonomy.

The team-based approach and non-commission ethic is a mechanism that drives behaviour. The way we reward the people produces a consultative approach rather than 'hard-selling' a client or a candidate. People are a lot more open to sharing information.

DEVELOPING AN ENTREPRENEURIAL SPIRIT

As well as formal consultant, management and director training the key has been having the freedom to learn on the job and make decisions and that's suited me perfectly. We are also encouraged to meet up regionally, for example in Hong Kong and Japan to learn from other teams in other countries.

There's also room for plenty of fun here too and we have weekly 'wraps' where we share success with the whole business, we also have regular updates, drinks and networking among the whole team and office. Having that sense of all being 'in it together' makes all the difference - everyone wants to go the extra mile to support clients and candidates and I think that gives us the edge for the long-term.

CASE STUDY | Oliver Harris

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We're very good as an organisation at identifying the future leaders of the business. It's the foundation of everything really and it's what allows us to offer a great service to our clients. Does that help improve the bottom line? Absolutely yes.

LONG-TERM CAREERS HELP PROPOGATE THE ROBERT WALTERS DNA.

Oliver Harris, CEO of Resource Solutions, our recruitment outsourcing division, talks about his career and building a sustainable business.

was thinking about a career in banking and had actually gone to register as a candidate at Robert Walters. But I was blown away by the drive, energy and passion of the consultant interviewing me - so when he asked me to consider a career in recruitment I was very open to finding out more.

MY CAREER PATH

I joined the banking operations desk as a consultant in 1998 and really I just put my head down, worked hard, and learnt all I could about how recruitment worked – focusing on building really close working relationships with our clients and candidates. I was very fortunate that over the next few years I worked my way up from consultant to senior consultant, team leader and ultimately manager - where I was running a team of 10 people. Then I became an associate director and finally director - effectively taking on responsibility for a number of teams. In 2004 I became Managing Director of the whole of the UK's contract recruitment business and took the South Africa business under my wing too. I ran that business for a number of years until I moved to Resource Solutions as CEO five years ago.



CASE STUDY | Oliver Harris

DEVELOPING PEOPLE FOR THE LONG-TERM

We're very good as an organisation at identifying the future leaders of the business, it's part of every MDs objectives to look at who's coming through the business, who can take a step up, who can run future teams or offices. Then I think we're very good at training that talent and investing heavily, putting people in the right role at the right time.

As a business we're not frightened of making those decisions, making that promotion and with such strong internal mobility that really helps maintain our high standards and deliver the same service to clients and candidates no matter where you are in the world. If I look at South Africa or Singapore, if I look at Brazil and any number of other offices around the world - they're run by people who started their career in one country and have moved up to run other parts of the Group overseas.



WHAT DOES HOME-GROWN MANAGEMENT MEAN?

It's basically about people growing up in the business - it's almost having that Robert Walters DNA - that people know how to behave and how to deal with clients and candidates. That really was instilled in me back when I was a consultant - that passion to do things right, to do things with utmost professionalism.

And the people play such a big part in making us a sustainable business. To have such a group of like-minded individuals, who are all driven, who are all hardworking, who are all driven to succeed, really make the day to day work environment enjoyable. It's not a surprise that they work hard through the week and then on a Friday actually want to go for a beer together to catch up on their week. It says a lot about the culture of the business - and fun really is a big part of that. It's the foundation of everything really and it's what allows us to offer a great service to our clients. Does that help improve the bottom line? Absolutely yes.

Oliver joined the business in 1998 as a consultant on the banking operations team. He then became senior consultant, team leader, manager and associate director. Promotion to managing director of the UK's contract business and South African business followed. Now he's CEO of Resource Solutions.

INTERNATIONAL MOBILITY

Our international mobility programme underpins our sustainable strategy for growth and allows us to replicate the Group's core values across our office network. The programme offers our successful people the chance to transfer to any of the Group's businesses overseas - providing valuable international exposure.

150
STAFF Moved internationally
in the last 5 years

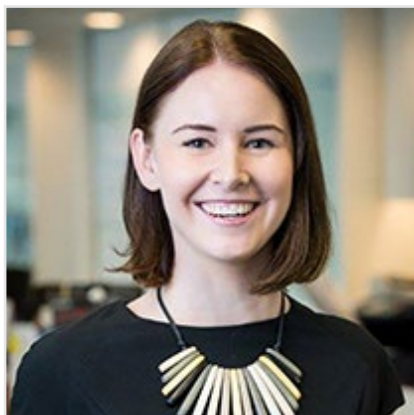


It's a place that you can have a career, a strong career, an international career. In all honesty, I felt the opportunity to work abroad had passed me by. Fortunately, Robert Walters actively encourages consultants to consider moving overseas as part of its career development programme. Having crossed the world to run the London financial services treasury team, moving into recruitment has been one of the best decisions I've ever made.

Paul Kalo, Manager, Treasury Team, from Australia to London. Paul previously worked in the treasury team of an Australian bank.

For more international careers stories visit www.robertwalters.com/careers

INTERNATIONAL MOBILITY



Kate Williams, Manager
Melbourne → Singapore

Kate joined the Melbourne business in 2008 as a graduate consultant in the IT banking team. In 2010 she set up their new IT commerce team. Two years later Kate relocated to Singapore where she manages IT commerce.



Eric Mary, Manager
Paris → Bangkok → Manila

Eric Mary made the move from Paris to Bangkok as a senior consultant in 2013. After progressing quickly in Thailand and launching the supply chain division there, he then moved to the Philippines, where he is country manager.



Leanne Nettleship
Dublin → Singapore

In 2008, Leanne Nettleship joined Robert Walters in Dublin and after three years was ready for a new challenge. After expressing her interest in working abroad, she was given the opportunity to move to our office in Singapore.



Oliver Allcock
London → Hong Kong

Oliver Allcock joined in 2009 as a consultant in the London office and was promoted to senior consultant one year later. He made the move from London to Hong Kong in 2012 where he now manages the legal & compliance team.



Georgia Whiting
London → Tokyo

Georgia Whiting was ready for a new challenge when she made the decision to move from our London office to our Tokyo office in 2015. She now works there as a manager in our legal, compliance and risk division.



Toby Fowlston, Managing Director
London → Singapore

A qualified Solicitor, Toby joined us in 1999 as a consultant. Promotion to manager and director followed and in 2012 Toby was appointed Managing Director of the London business. He relocated to our Singapore office in 2013.



Jean-Karim Vandenberghe, Senior Consultant, Paris → Dubai

JK joined our Walters People Paris business in November 2009 as a consultant. In 2011 he became a top biller and was promoted to senior consultant. He relocated to Dubai in January 2013 to help develop our first office in the Middle East.



Lynley Hall
Adelaide → London

Lynley Hall made the move from Big 4 accountant to recruitment consultant when she joined Robert Walters in 2013. Since then, she has been promoted to senior consultant and through our international mobility programme, made the move from Adelaide to London.

DIVERSITY

Diversity is at our heart in such an international business. We're an equal opportunities employer and we aim to provide a working environment and culture that recognises and values difference.

A diverse workforce is crucial to the Goup's success. Equally, we help our clients recruit the most diverse workforce possible. We select based on merit, experience and appropriateness for each role. We don't discriminate on the basis of gender, race, disability, religion or belief, or sexual orientation, maternity, pregnancy, age, ethnicity or nationality.

Whether we're recruiting for our own business or for our clients we advertise across a broad range of media outlets to reach the widest possible audience, including newspapers, magazines, websites and partner with a range of institutions.

CLEAR ASSURED RECOGNITION

Clear Assured is a development programme designed to identify and remove barriers in policies, processes and practices in recruitment which potentially exclude disabled people. The Clear Assured process is an on-line self assessment undertaken by organisations, with the objective of attaining full accreditation – enabling organisations to state their commitment to removing barriers from recruitment.



Our French business is a founding member of A Competence Egale (ACE), an independent anti-discrimination organisation of fifty-five recruitment firms, whose mandate is to promote equal opportunities in the workplace. Through this association, partners receive the latest training on diversity and anti-discrimination practices.

13
YEARS

Average tenure of
senior management

GLOBAL STATS

60% women **40%** men

71 Nationalities

47 Languages spoken fluently

FOCUS ON FRANCE

56% women **44%** men

Amongst managers:

44% are women and **30%** mothers

11 different nationalities:

French, Spanish, Greek, Italian, Madagascan,
Polish, Portuguese, British, Tunisian, Czech

DIVERSITY

PARTNERING WITH OUT-STANDING.ORG



OUTstanding is a not for profit professional network for LGBT executives and their allies. Harnessing the talent of all executives and allowing them to be themselves is hugely powerful for companies, the economy and our society and more importantly for the individuals themselves.

Robert Walters is proud to be a corporate partner of OUTstanding, helping to promote diversity and raise awareness of the issues that lesbian, gay, bisexual and transgender executives may face in the workplace. As well as our corporate sponsorship our aim is to work with our clients, our candidates and our own people to promote LGBT diversity through a series of networking events and seminars.



We're really proud to support OUTstanding and are working closely with their team to highlight the role models that will inspire the next generation of leaders – both in our own organisation and the wider business community.

Janine Chidlow, MD EMEA/AMER, Resource Solutions



CANDIDATES AND CLIENTS

We've always focused on building relationships and retaining our candidates and clients for the long-term. Taking time to deliver a high level of service means clients use us again and candidates trust us to manage their careers. And doing things the right way means candidates become our clients – a continual reinvestment in the future of the business.

03



A portrait of Robert Walters, CEO, against a dark, textured background. He is a middle-aged man with wavy, light-colored hair, wearing a dark suit jacket over a white shirt. He has his arms crossed and is looking directly at the camera with a slight smile. The lighting is soft, highlighting his face and the texture of his hair and clothing.

ROBERT WALTERS

“If we deliver a high level of service then our clients will use us again. If our candidates are happy that we put them forward for the right roles they will want to work with us - ideally on an exclusive basis. That continuity means candidates grow with us as they develop their careers and over time our candidates become our clients.”

Robert Walters, CEO



OPERATIONAL EXCELLENCE – FOCUSING ON QUALITY

“Every candidate is treated as an individual, we advise and consult but we don’t try to force people into unsuitable roles. Every CV that is sent to us will be reviewed by a consultant rather than a machine. That’s something we insist upon. And if a candidate walks into any Robert Walters office around the world, they will be met by a consultant there and then.

Similarly, we follow up with every client and crucially we advise our clients and our candidates if we can’t help them. The last thing we want is to disappoint, we prefer to be honest and we feel that’s appreciated.

Our focus on operational excellence is part of consultant training from the first day and is emphasised through regular training, communications and events. Peer learning is key, for example, I was in our Australian business recently and

the consultant with the highest number of retained clients was using his expertise to upskill the rest of the business.

INTEGRITY, PART OF HOW WE WORK

So quality and integrity are key. For example, we will never send out a candidate’s CV without their permission. Quite simply, we don’t think it’s right. Our consultants don’t work on commission either, but instead rely on teamwork to ensure the right person is placed in the right job.

PARTNERSHIPS

Our partnership with The Lions is also about linking us with a team whose existence is based on excellence and professionalism. So these partnerships are a key part of propagating our values, as well as being an opportunity to build client relationships at related events.

RETAINING CLIENTS

That focus on excellence is also seen in our Resource Solutions business. We’ve never lost a retender based on service or quality – only ever on cost – but we don’t aim to be the cheapest, rather our aim is to be the best.”



Focusing on good service and sound advice to candidates and clients has been the key to the sustainability of our business.

CLIENT CASE STUDY | Tarmac

“

Robert Walters' understanding of the market and consultative approach, enabled us to fill several urgent interim roles.

Lee Beech, Operations Manager, Tarmac

TARMAC IS A LEADING SUSTAINABLE BUILDING MATERIALS GROUP.

TARMAC APPROACHED US TO RECRUIT FOR SEVERAL SENIOR INTERIM ROLES, WITH VARYING SKILL-SETS, TO WORK ON A LARGE DATA AND INFRASTRUCTURE TRANSITION PROJECT AS A RESULT OF THE MERGER BETWEEN LAFARGE AND TARMAC.

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everal extremely skilled and flexible contractors were required, including high-calibre project and service delivery managers.

The new hires needed to work across locations, in a period of major cultural change and to tight deadlines. Lee Beech, the hiring manager comments: “We have worked with Robert Walters for several years and recently engaged them to act as our recruitment partner for this large project.”

OUR BESPOKE APPROACH

Following an initial briefing, the full project scope was discussed, consultative advice given and strict deadlines were agreed. Having previously worked with Tarmac on senior projects our consultants had extensive knowledge of the sorts of IT professionals working on the newest technologies needed to complete the project. Using this knowledge to headhunt, coupled with utilising our renowned global database, the most talented and qualified candidates were sourced to interview. Lee says “Robert Walters took the time to understand our business needs and provided invaluable input throughout the process.”

After meeting several candidates for each role and verifying the flexibility of each candidate for working across multiple locations, shortlists were presented of high-quality architects, project and service delivery managers. Full feedback from both parties was managed throughout the interview process, and a fully documented response from each candidate was presented.

RESULTS

A quick and efficient search meant that we sourced the highest quality professionals and Tarmac was able to hire several interims within six weeks. The project commenced as planned and the merger was completed on time.

CLIENT CASE STUDY | Columbia Threadneedle

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Thanks to the calibre of the team and their focus, Resource Solutions did a fantastic job in supporting this project; their approach is outstanding.

Will Roberts, Head of Talent, Columbia Threadneedle

**COLUMBIA
THREADNEEDLE IS A
LEADING GLOBAL ASSET
MANAGEMENT GROUP
THAT OFFERS A BROAD
RANGE OF ACTIVELY
MANAGED INVESTMENT
STRATEGIES AND
SOLUTIONS COVERING
GLOBAL, REGIONAL AND
DOMESTIC MARKETS AND
ASSET CLASSES.**

Threadneedle's priority was to create complete confidence in the company's recruitment processes and use that as the basis for continuous improvement and strategic initiatives. "When you're part of a relatively small HR team, you try to replicate what some of the teams in much larger organisations are delivering," Will Roberts, Head of Talent says.

"You try to deliver an exemplary quality of service and 'punch above your weight'. If you can get strong underlying systems and processes in place, that can allow you time for other high value-added improvements, such as using succession planning information strategically or generating better results in the area of direct recruitment, for example.

That's where RPO fits in nicely – it's a huge amount of what an HR team delivers to the business and it's an incredibly difficult thing to get right. By working really closely with me, the Resource Solutions team has developed systems that deliver absolute peace of mind. I see the successful implementation of the new processes we put in place as one of our biggest successes."

Will comments that our solution hinged on establishing robust underlying systems. "There were pockets of excellence in some parts of the business. But I wanted to see watertight success throughout. This meant strengthening controls to minimise risk

CLIENT CASE STUDY | Columbia Threadneedle



Resource Solutions has shown its willingness and capability in this area time and again.

Will Roberts, Head of Talent, Columbia Threadneedle

**COLUMBIA
THREADNEEDLE
CHOSE TO PARTNER
WITH RESOURCE
SOLUTIONS TO SUPPLY
A RECRUITMENT
OUTSOURCING
SOLUTION.**

and ensuring fair and just hiring decisions were made, improving documentation and developing the competency-based interviewing skills of hiring managers.”

PROACTIVE APPROACH TO CHALLENGES

Will expects his RPO team to show initiative in response to his strategic and operational challenges:

“Resource Solutions has shown its willingness and capability in this area time and again,” he says. “In terms of continuous improvement, the team has stepped up and taken on more senior roles directly as well as strategically important recruitment campaigns which have really impressed the business. These successes are linked to strategic initiatives for us and have therefore also enhanced the overall reputation of the HR team.”

COMMITMENT TO SERVICE QUALITY

Will also sought the peace of mind that comes from knowing that the RPO team’s quality of service is exemplary. “The Resource Solutions team absolutely delivers. Not only is the on-site operation highly professional, but it also has considerable back-up to help resolve issues, provide guidance and support. They have impressed my HR professional colleagues.”

COMMUNITIES AND CULTURE

Our approach is to keep charity and community initiatives relevant to our local communities, building on the strengths of our people and making them integral to our business. Whether that's back to work interview skills for the long-term unemployed, or working together as a team to help make a child's dream come true.

04



COMMITMENT TO CHARITY & COMMUNITIES

Commitment to local charities and communities continued with a wide-range of activities taking place across the world. During the last five years we've raised nearly £500,000 for charities.

Staff in every country participated in our fifth annual Global Charity Day on Friday 14 October 2016, raising £113,000 through a winning display of initiative and creativity. A 'stroke for stroke' row-athon in the UK raised much needed funds for the Stroke Association, the San Francisco team gave their time to Larkin Street Youth Volunteering and 28 members of the Paris business completed the '20 Kilomètres de Paris'.



Annemieke Peskens, Manager, Rotterdam completing her canal swim. She raised £600 for ALS (Amyotrophic Lateral Sclerosis)



The French team participating in 'La Parisienne', a famous charity run in support of breast cancer.

RUNNING FOR A GOOD CAUSE

Running for good causes was a theme across many countries. Staff in Düsseldorf and Frankfurt raced to support African Angels, a charity promoting entrepreneurialism in Africa, and they also supported Ambulanter Kinderhospizdienst, an organisation helping children with serious illnesses.

The Swiss team also took part in Run4Kids, donating money to support local schools, especially in low income areas.

Elsewhere in Europe, the Amsterdam business continued supporting Stichting Doe een Wens (Make a Wish Foundation). The Irish business took part in Ireland's Largest Coffee Morning – in aid of the Irish Hospice Foundation. The Dublin team also raised money for their chosen charity partner, Spinal Injuries Ireland.



We've been major supporters of North Bondi Surf Life Saving Club since 2005

Since 2005, our Australian business has been a major supporter of the North Bondi Surf Life Saving Club – the oldest life saving institution in Australia. Our contributions enabled the club to purchase state-of-the-art life saving equipment, to help continue to protect all those who enjoy the beach. Sydney, Melbourne and Adelaide also supported both the Tour de Cure and the Melanoma Institute. Brisbane raised funds for multiple sclerosis research and in Perth, two team members embarked on 50km bike ride from Fremantle to Hillarie's Boat Harbour in aid of Multiple Sclerosis.

THE BEST START FOR EVERY CHILD

New Zealand continued to support Plunket – an organisation working with families and communities to give the best start for every child. Japan supported the Run for the Cure Foundation, whose mission is to eradicate breast cancer in Japan through education, timely screening and treatment. The team also supported FIT for Charity. The Financial Industry in Tokyo (FIT) makes a difference by raising money for local community organisations which serve important but not necessarily well recognised or understood needs.

Across China, staff raised funds to support those affected by the Sichuan Ya'an earthquake. The Shanghai office raised funds for three organisations: Bo'ai Children's Healing Centre, Jin Feng Nursery House, and Jin Hu Kindergarten. In Singapore, staff volunteered at the Willing Hearts Foundation, providing meals for those in need.

In New York, the team conducted mock interviews to support Per Scholas students. Per Scholas work to break the cycle of poverty by providing technology education, access, training and job placement services for people in low-income communities across the state.



£3382

Total raised for TourAid on the day

EVERYONE HAS A ROLE TO PLAY

Robert Walters sponsored the Law Society Rugby Sevens in September, bringing together leading law firms and barristers' chambers in a series of knock out matches. The tournament is a key date in the calendar for law professionals and their families. Attendees were asked to donate to TourAid, a charity tackling child poverty worldwide by creating links with communities, schools and clubs in the UK. Robert Walters' ambassador, former England and Lions legend, Richard Hill led kids coaching sessions throughout the day. Here he tells us why he got involved.

“

I've never felt I'm the finished article and still don't. It's important to stay open to the benefits of learning new skills and that's something I hope the kids take away in these coaching sessions – just try something new.

“I started playing rugby at the age of five and continued throughout my time at school. Now I'm in the fortunate position of being able to engage kids and give them exposure to the game that's shaped my life.

The aim with the young children today is simply about exposing them to rugby. Some of them will have limited playing experience and some no exposure to rugby at all. So we just want to get a rugby ball in their hands without making it a serious issue.



RICHARD HILL BIOGRAPHY

1993-2008	Saracens Caps 275
1997-2008	At 23 made his debut for England Caps 71
2003	Rugby World Cup Winner
1997-2005	British & Irish Lions 5 caps 3 Tours
2008	Announced retirement due to injury
2013	Appointed Robert Walters ambassador

The primary aim of TourAid is to create long term social and economic benefits for children and young adults from disadvantaged communities throughout the world by creating links between these communities and schools or clubs in the UK. They achieve these changes through a tour to the UK, during which the group participate in joint activities with host schools/clubs and families. Having children living in their homes creates special bonds between the overseas and UK communities which result in the hosts wishing to provide continued support to tourists, so the tour lives on.

£3382

Total raised for TourAid on the day

This isn't high level coaching, it's about getting them involved, being part of a team with the other kids and enjoying the day. We work on things like their hand eye coordination but overall we want them to think it's a fun game.

They're at an age where participation is the greater of the elements. Of course you'd love them to walk away having learnt something but I'd sooner they got great exposure to rugby and have them want to do it for years to come.

If we can inspire some of the kids today (and their parents!) to get involved in rugby and develop a love for it there are so many other benefits for the children - for example growing their confidence and team skills that help them develop for the future."

WHY I'M A ROBERT WALTERS AMBASSADOR

"Robert Walters shares many of the values that have been essential to my success. I'm very much driven by a team ethos and the need to work together. Equally important is an understanding that each member of the team has a role to play. Great leadership is critical, as is a high level of respect for how these roles complement one another to create success. Overall, strong communication skills are key, as is passion and a keen drive to succeed. Part of my role is working with existing clients ensuring these relationships are continued as well as demonstrating where Robert Walters is adding value."



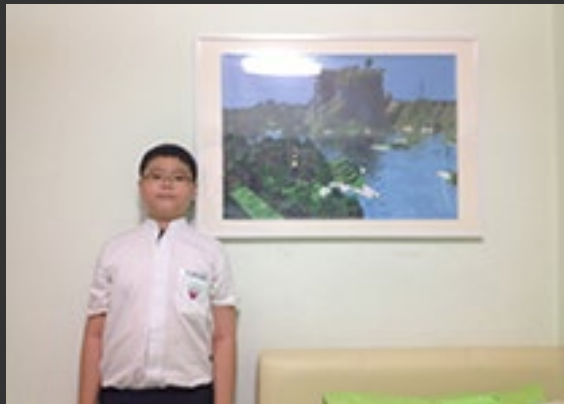
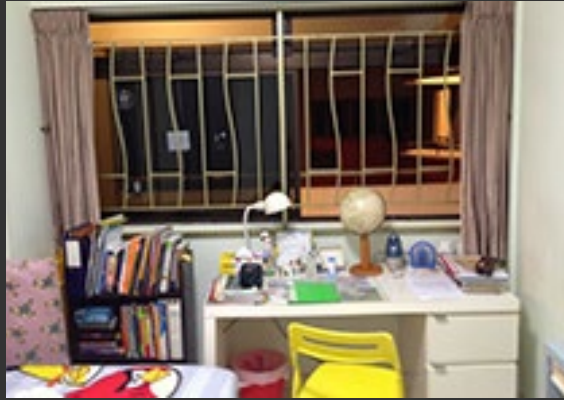
THE POWER OF ONE

The Singapore business focused their community activity around the theme 'the power of one' – encouraging everyone to give beyond the dollar through participation and time. Every staff member was given a day off to give back to the charity of their team's choice.



MAKE A WISH FOUNDATION

The Singapore team made YI Yun's wish come true by giving his bedroom a Minecraft makeover.





BACK TO WORK INTERVIEW WORKSHOPS

Marco Laveda, MD of our Spanish office helped 200 long-term unemployed professionals improve their job prospects through interview training and workshops. We asked Marco what the day involved.

“I got involved with a City Hall sponsored project as part of our last Global Charity Day. The difficult economic conditions in Spain have impacted everyone and so I wanted to try and give something back and use my knowledge to help.

A big part of the day was about giving people confidence, letting them know they do have the skills to get back into work – they need that reassurance and boost to their self esteem. This can really affect people’s chances so we worked on that first.

We then covered interview skills and the practicalities of the recruitment process – looking at body language and getting those first impressions right: eye contact, firm handshakes and being positive. Moving on we focused on researching companies effectively, preparing answers for specific questions and how to explain your experience in the right way – so focusing on goals and achievements rather than tasks.

I spent the morning with different groups, coaching and offering advice and that was followed by ‘Golden Minute’. Each person had a minute to give a high level pitch of themselves and their skills and experience. We had a competition with prizes for the top three pitches and we gave the best a weekend away.

Using the real recruitment skills from my day to day working life to help people get back on their feet was so rewarding - watching people’s confidence grow you feel you’re making a difference to help them reach their goals and improve their situation.”



It was so rewarding to give people real tools to help them get back on their feet - watching people’s confidence grow you feel you’re making a difference to help them reach their goals and improve their situation.

ENVIRONMENT

Our operations worldwide are now fully carbon balanced. We're investing in projects that offset emissions through reforestation initiatives.

05



A full-page background image of a lush green forest. Tall, slender trees with dense foliage fill the frame. Sunlight filters through the canopy, creating a dappled light effect on the forest floor. The overall tone is natural and serene.

A CARBON BALANCED BUSINESS

We are carbon offsetting through the World Land Trust and the UK's Woodland Trust. Our funds are helping to restore and protect threatened forest in key areas.



OUR ENVIRONMENTAL INITIATIVES

FULLY CARBON BALANCED

As part of an ongoing commitment to sustainable business practices and the organisation's wider CSR Policy, Robert Walters is carbon offsetting through the World Land Trust's Carbon Balanced programme and the UK's Woodland Trust. Robert Walters Group operations are now fully carbon balanced worldwide.

The World Land Trust has used the funds contributed by Robert Walters to protect and restore threatened forest in key areas of conservation importance, preventing CO2 emissions and enhancing the carbon they store. A key project that Robert Walters contributes to is the Forest Protection Project at Khe Nuoc Trong in Vietnam, one of the best remaining examples of Annamite Lowland Forest in the world. Through its partnership with the World Land Trust, Robert Walters offsets 2,269 tonnes of the businesses' CO2 emissions, associated with its worldwide operations.

A remaining 2,000 tonnes of CO2 for 2016 was offset through the UK's Woodland Trust, where contributions have gone towards providing reforestation of 13 acres of new native mixed deciduous trees, on land near St Albans.

ENVIRONMENTAL MANAGEMENT

Our London, Amsterdam, Paris and Dublin businesses have successfully achieved ISO14001 accreditation, the International Standard for Environmental Management. Since 2013 over 25% of the Group's employees worldwide have been operating in locations which are covered by the ISO14001 certification. Our best practice environmental management policy is in the process of being rolled out across the rest of the Group on an ongoing basis. The Standard provides a framework for achieving the balance between maintaining profitability while setting targets for improving the organisation's environmental performance.

FTSE4GOOD

Since 2008, Robert Walters has achieved constituent status on the FTSE4Good index series. This is awarded to companies that meet globally recognised corporate responsibility standards.



CONFIDENTIAL WASTE

Each office ensures that confidential waste is shredded on-site or collected by an accredited confidential shredding service where a destruction certificate is provided and the shreds used for recycling.

WASTE ELECTRICAL & ELECTRONIC EQUIPMENT (WEEE)

The UK has established a relationship with RDC Ltd to ensure that every part of WEEE is recycled with an auditable trail of destruction. All our offices world-wide replicate this activity to the greatest practical extent. RDC is a preferred supplier and is certified to ISO14001 and ISO27001 for information security.

RECYCLING

We shred and recycle paper waste across the business, sourcing the majority of core consumable resources from recyclable or managed resources. We use vegetable based dies for printing and where possible, digitally print collateral to reduce our footprint.

SUPPLIERS

We evaluate the environmental credentials of each supplier we use to ensure they take account of sustainable development in the design, production, use and end-of life disposal of their product or service. Specifically, they should use the optimum amount of raw materials, safeguard biodiversity and use energy efficiently. We also ensure suppliers are aware of our Environmental Code of Practice. Preference is given to suppliers that are certified to ISO14001.

ENERGY CONSERVATION

In each of our offices we have installed low-energy lighting systems and office equipment, ensuring all PCs automatically shut down at 11pm each night. We've also implemented printers that automatically delete unprinted documents after four hours and are defaulted to double sided printing - typically resulting in a 19% drop in paper usage in offices where they've been installed. In many offices we also have login systems for printer and copier usage to give personal responsibility to our people for their energy consumption.



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