

# SUSTAINABILITY REPORT



ROBERT WALTERS

# CONTENTS





# 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 33 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 24% 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





A man in a dark pinstripe suit and a blue tie with red circles stands in an office. In the background, several people are working at desks with computers. Large windows are visible in the distance.

# 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 30 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 was 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.



“

**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



### 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.

**17**  
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 Recruitment.



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





## CASE STUDY | Joanne Chua



“

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.

**T**welve 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

“

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 seven 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.

**190**  
STAFF Moved internationally  
in the last 5 years



**Moving from London to San Francisco has been the biggest challenge of my career. It's also been incredibly rewarding.**

**Bethan James**, Senior Consultant, Sales & Marketing Team, from London to San Francisco.

For more international careers stories visit [www.robertwalters.com/careers](http://www.robertwalters.com/careers)

## INTERNATIONAL MOBILITY



**Lucy Crew, Manager**

London → Tokyo

Lucy Crew started her career at Robert Walters as a team administrator in the UK. Since then she's been promoted multiple times and made the move to Tokyo in 2016, to take on the role of talent acquisition manager for Japan and Korea.

**Eric Mary, Manager**

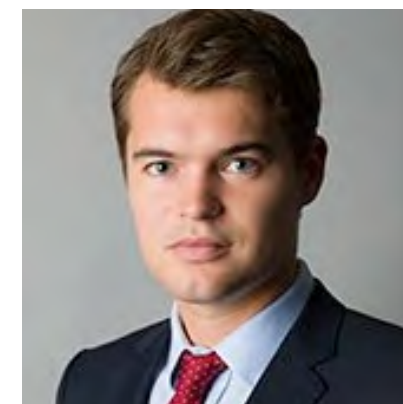
Paris → Bangkok → Manila

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.

**Clara Ramírez**

Madrid → New York

Clara Ramírez joined Robert Walters in 2015 as an IT recruitment consultant in our Madrid office. After two years in the role, she transferred to the New York office as a senior technology consultant.



**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 Group'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.

**17**  
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:

**42%** are women and **56%** mothers

**12** different nationalities:

French, Spanish, British, Dutch, Greek, Ecuadorian, Guinean, Cameroonian, Czech, Malagasy, Tunisian, Portuguese



# 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 brown 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.**

**S**

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

“

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.**

**T**hreadneedle'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 underprivileged communities.



“

Everyone has the opportunity to help build a community and give back. Whether that's through our global charity work, volunteering for a good cause or the many fun charity events we organise across the globe.

Giles Daubeney, Deputy CEO



## 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 six years, we've raised over £858,200 for charities.**

Each office supports local charities through a wide variety of fundraising initiatives which take place globally throughout the year.

Our Belgian business supported SOS Children's Villages, an organisation helping families at risk and children without parental care. The business helped to make the SOS Homes look their best and they also participated in a wide range of activities, from bake sales to marathons to help raise funds.

The South African team supported Cotlands, a not-for-profit organisation creating access to early learning opportunities for underprivileged children. On Mandela day staff from the Johannesburg office took a group of children to the zoo and volunteered at Cotlands' annual sports day.

Our consultants in France volunteered their time working with Opération Coup de Pouce to help the long-term unemployed improve their CVs and interview skills. Similarly, our Spanish team worked with Fundación Atresmedia running pre-employment workshops and mock interviews to help students prepare for the job market.



Dressing up for donations in aid of Great Ormond Street Hospital



Our Belgium and France teams preparing to run 20 km in Paris.

### GLOBAL CHARITY DAY

Staff in every country also participated in our sixth annual Global Charity Day on Friday 13 October 2017, setting a new fundraising record by raising over £134,000 through a display of creativity, fun and teamwork.

The fundraising activities took a variety of forms. In London, members of staff signed up to collect donations dressed as Great Ormond Street Hospital's (GOSH) mascot, Bernard the bear. While elsewhere in the UK, staff from Resource Solutions tested their stamina by taking part in treadmill marathons, a bicycle lap around London and a 100km triathlon also in aid of GOSH.

Meanwhile the Director of our New Zealand business, volunteered to shave his head to raise funds for KidsCan, an organisation that provides underprivileged children in New Zealand with food, clothing and healthcare.

In Shanghai, staff secured sponsorships from a local coffee shop and florist, giving staff the opportunity to learn new skills in coffee making and flower arranging in exchange for donations in aid of the Suzhou Shancheng Public Welfare Association.





The Global Angels Foundation has been our Group Charity Partner since 2016.

## GLOBAL ANGELS

Since becoming our Group Charity Partner in 2016, our work with The Global Angels Foundation has focussed on empowering a small community in Tsavo, Kenya and we aim to work with the same community over the next five to ten years, building relationships for the long-term.

This year we've donated a new classroom to the local secondary school and have also funded a large-scale shade house, allowing the community to grow crops with a much-reduced water intake – critical in a drought prone region.

In addition to financial support, we also give our time by sending eight staff a year on volunteering trips to Tsavo. Our teams have already worked hard to dig the foundations for our classroom and helped build our shade netting project.







£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."









## BACK TO WORK INTERVIEW WORKSHOPS

**Marco Lavedo, 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 have been fully carbon balanced worldwide since 2015. 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

Robert Walters Group operations have been fully carbon balanced worldwide since 2015. As part of our ongoing commitment to sustainable business practices and the organisation's wider CSR Policy, we offset our carbon emissions through the World Land Trust's Carbon Balanced programme and the UK's Woodland Trust.

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 2,233 tonnes of the businesses' CO2 emissions, associated with its worldwide operations.

A remaining 2,000 tonnes of CO2 for 2017 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.

In 2017, our London business achieved a 31% decrease in carbon usage through reduced electric and heat consumption. Globally, the Robert Walters Group reduced emissions per head by 27% in 2017, six years ahead of target. The Group continues to seek ways to further reduce its carbon footprint through consulting with the Carbon Trust.

### ENVIRONMENTAL MANAGEMENT

Our London, Amsterdam, Paris and Dublin businesses have successfully achieved ISO14001 accreditation, the International Standard for Environmental Management. Since 2013 over 24% 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 shredding 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

Across the business, our offices follow corporate best practice and segregate waste to the maximum practical extent, as supported by local authority waste management facilities. The majority of our core consumable resources are sourced from recyclable or managed resources. We also use vegetable based dies for printing and where possible, digitally print collateral to reduce our carbon footprint.

## SUPPLIERS

We evaluate the environmental credentials of each supplier we use to ensure they are compliant with local laws and, where appropriate, 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.

## 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.

At the end of 2015, the Group prepared a Display Energy Certificate in line with the requirements of the ESOS Regulations. As a result of the energy audit and a review of the building management system, our London head office reduced its gas usage by 85% in 2017.





# 2015

WE'VE BEEN FULLY CARBON  
BALANCED WORLDWIDE SINCE 2015.

# 27%

WE ACHIEVED A 27% REDUCTION IN  
CARBON EMISSIONS IN 2017.

# 6 YEARS

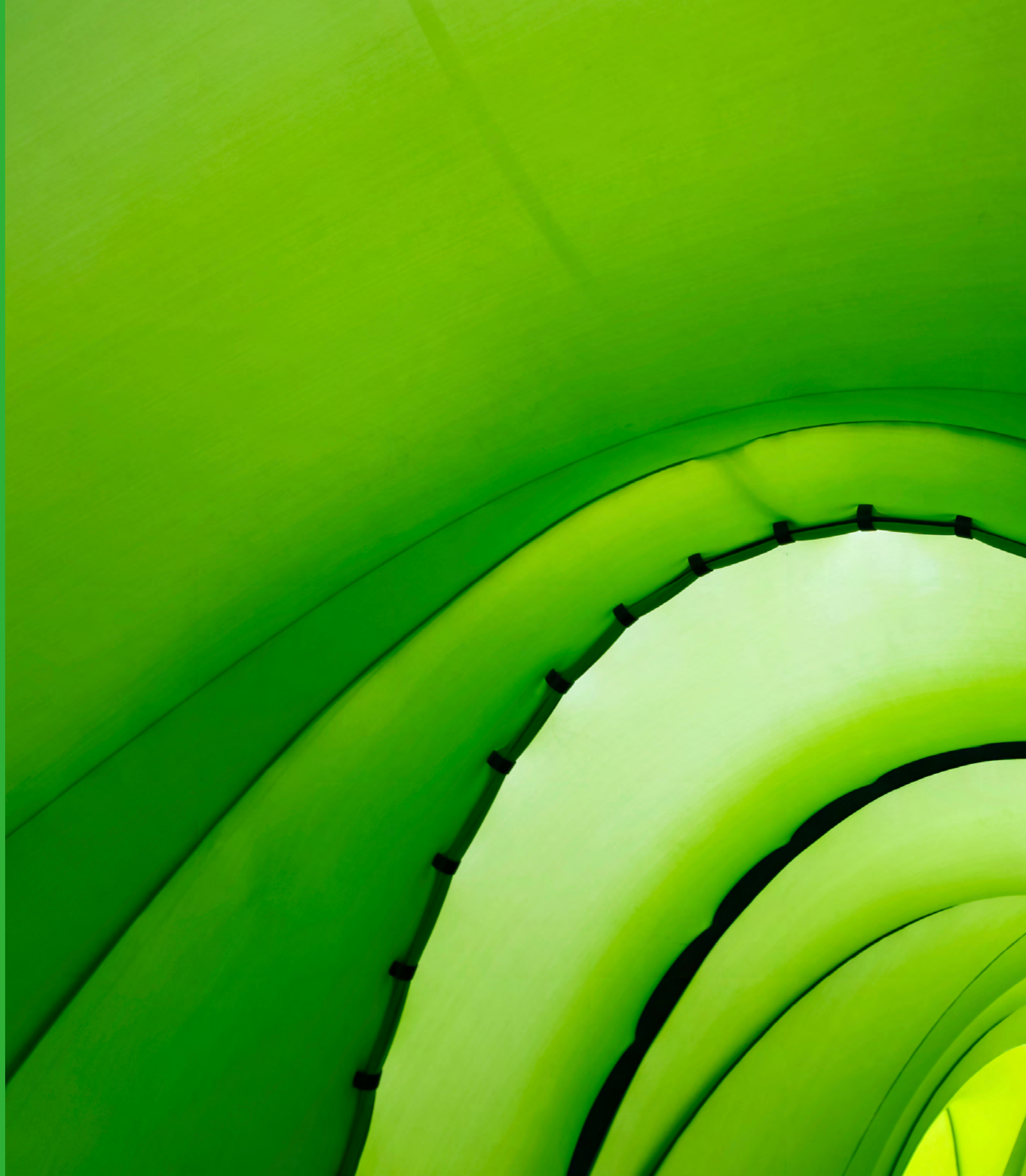
WE'VE MET OUR CARBON REDUCTION  
TARGET SIX YEARS AHEAD OF  
SCHEDULE.

# 85%

OUR LONDON HEAD OFFICE REDUCED  
ITS GAS USAGE BY 85% IN 2017.

# 10 YEARS

WE'VE UPHELD OUR FTSE4GOOD  
STATUS SINCE 2008.





# CONTACT US

## AUSTRALIA

### Adelaide

Level 20  
25 Grenfell Street  
Adelaide SA 5000  
Australia  
t: +61 (0) 8 8216 3500

### Brisbane

Level 27  
Waterfront Place  
1 Eagle Street  
Brisbane QLD  
Australia 4000  
t: +61 (0) 7 3032 2222

### Chatswood

Level 15  
67 Albert Avenue  
Chatswood  
NSW 2067  
Australia  
t: +61 (0) 2 8423 1000

### Melbourne

Level 41  
385 Bourke Street  
Melbourne  
Australia 3000  
t: +61 (0) 3 8628 2100

### Parramatta

Level 6  
10 Smith Street  
Parramatta  
NSW 2150  
Australia  
t: +61 (0) 2 8836 3600

### Perth

Level 10  
109 St Georges Terrace  
Perth WA  
Australia 6001  
t: +61 (0) 8 9266 0900

### Sydney

Level 53  
Governor Phillip Tower  
1 Farrer Place  
Sydney NSW  
Australia 2000  
t: +61 (0) 2 8289 3100

## BELGIUM

### Antwerp

Uitbreidingstraat 84/3  
B-2600 Antwerp  
Belgium  
t: +32 (0) 3 218 20 84

### Brussels

Avenue Louise 250  
B-1050 Brussels  
Belgium  
t: +32 (0) 2 511 66 88

### Walters People

Avenue Louise 250  
B-1050 Brussels  
Belgium

### Finance

t: +32 (0) 2 542 40 40

### Business Support

t: +32 (0) 2 627 75 10

### Ghent

Walters People  
Guldensporenpark 120  
9820 Merelbeke  
Belgium  
t: +32 (0) 9 210 57 40

### Groot-Bugaarden

Walters People  
Pastoor Cooremansstraat 3  
B-1702 Groot-Bijgaarden  
Belgium  
t: +32 (0) 2 9609 79 00

### Zaventem

Walters People  
Leuvensesteenweg 555  
Entrance 3, 1st Floor  
Belgium  
t: +32 (0) 2 613 08 00

## BRAZIL

### Rio de Janeiro

Centro Empresarial Mourisco  
Praia de Botafogo  
501 – Bloco 2 – 2º andar  
Torre Corcovado  
22250-040  
Rio de Janeiro – RJ  
Brazil  
t: +55 (21) 96932 0666

### São Paulo

Rua do Rocio  
350, 4º andar  
Vila Olímpia – SP  
04552-000, Brazil  
t: +55 (11) 2655 0888



# CONTACT US

## CANADA

### Toronto

First Canadian Place  
100 King Street West  
Suite 5600  
Toronto  
Ontario  
M5X 1C9  
t: +1 416 998 9649

## CHINA

### Beijing

Room 1901, East Tower,  
Twin Towers  
B12 Jianguomenwai Da Jie  
Chaoyang District  
Beijing 100020  
PR China  
t: +86 10 5282 1888

### Shanghai

36th Floor, Tower 2,  
Jing An Kerry Centre  
No. 1539 West Nanjing Road  
Shanghai 200040  
PR China  
t: +86 21 5153 5888

### Suzhou

Suite 2106  
Zhongyin Huilong Building  
No. 8 Suzhou Avenue West  
Suzhou Industrial Park  
Jiangsu 215021  
PR China  
t: +86 512 6873 5888

## FRANCE

### Lyon

63 quai Charles de Gaulle  
69006 Lyon Cedex 06  
France  
t: +33 (0) 4 72 44 04 18

### Walters People

94 Quai Charles de Gaulle  
Rez-de-chaussée  
69006 Lyon  
France  
t: +33 (0) 4 72 69 77 15

### Paris

25 rue Balzac  
Paris 75008  
France  
t: +33 (0) 1 40 67 88 00

### Walters People

251, Boulevard  
Pereire 6 ème étage  
75017 Paris  
France  
t: +33 (0) 1 40 76 05 05

### St Quentin

Walters People  
41 avenue du centre  
Montigny-le-Bretonneux  
78180 France  
t: +33 (0) 1 30 48 21 80

### Strasbourg

3rd Floor  
Centre d’Affaire Delta Bleu  
5 Place du Corbeau  
67000 Strasbourg  
France  
t: +33 (0) 3 88 65 58 25

### Toulouse

56-58 rue d’Alsace  
Lorraine  
3rd Floor  
Toulouse  
31000  
t: +33 06 60 54 82 66

## GERMANY

### Düsseldorf

Koenigsalle 76-78  
40212 Düsseldorf  
Germany  
t: +49 (0) 211 30180 000

### Frankfurt

Main Tower  
22nd Floor  
Neue Mainzer Str 52-58  
60311 Frankfurt am Main Germany  
t: +49 (0) 69 9203 840 000

## HONG KONG

20/F Nexxus Building  
41 Connaught Road Central  
Central  
Hong Kong  
t: +852 2103 5300

## INDONESIA

### Jakarta

9th Floor World Trade Centre 1  
Jl. Jend. Sudirman Kav. 29-31  
Jakarta 12920  
Indonesia  
t: +62 (21) 2965 1500



# CONTACT US

## IRELAND

### Dublin

Level 3  
Custom House Plaza 2  
IFSC  
Dublin 1, Ireland  
t: +353 (0) 1 633 4111

## JAPAN

### Osaka

Pias Tower 15th Floor  
3-19-3 Toyosaki  
Kita-ku, Osaka-shi  
Osaka 531-0072  
Japan  
t: +81 (0) 6 4560 3100

### Tokyo

Shibuya Minami Tokyu Building, 14th Floor  
3-12-18 Shibuya  
Shibuya-ku  
Tokyo  
150-0002  
Japan  
t: +81 (0) 3 4570 1500

## LUXEMBOURG

5th Floor  
26a Boulevard Royal  
L-2449 Luxembourg  
t: +352 (0) 2647 8585

## MALAYSIA

### Kuala Lumpur

Level 24, Menara 3 Petronas  
Persiaran KLCC  
50088 Kuala Lumpur  
t: +603 2380 8700

### Penang

1-08-3A  
Menara IJM Land  
1 Lebuhr Tunku Kudin 3  
11700 Gelugor  
Penang Tower  
t: +604 609 0500

## NETHERLANDS

### Amsterdam

WTC, Tower H 3rd Floor  
Zuidplein 28  
1077 XV Amsterdam  
Netherlands  
t: +31 (0) 20 644 4655

### Walters People

WTC, Tower H 3rd Floor  
Zuidplein 28  
1077 XV Amsterdam  
Netherlands  
t: +31 (0) 20 796 9040

### Eindhoven

Begijnenhof 4-6  
5611 EL Eindhoven  
Netherlands  
t: +31 (0) 40 799 9910

### Walters People

Begijnenhof 4-6  
5611 EL Eindhoven  
Netherlands  
t: +31 (0) 40 799 9912

### Rotterdam

Millenniumtoren  
Weena 690, 29th floor  
3012 CN Rotterdam  
t: +31 (0) 10 7998 090

### Walters People

Millenniumtoren  
Weena 690, 29th floor  
3012 CN Rotterdam  
t: +31 (0) 10 7998 090

## NEW ZEALAND

### Auckland

Level 9  
22 Fanshawe Street  
Auckland  
New Zealand  
t: +64 (0) 9 374 7300

### Wellington

Level 8  
Featherston House  
119-123 Featherston Street  
Wellington  
New Zealand  
t: +64 (0) 4 471 9700

## PHILIPPINES

### Manila

37/F Philamlife Tower  
8767 Paseo De Roxas  
Makati City 1226  
Philippines  
t: +63 2 816 4972/73/74

## PORTUGAL

### Lisbon

Av. Liberdade, 110  
Lisbon  
1269-046  
Portugal  
t: +351 211 221 971

## SINGAPORE

6 Battery Road  
22nd Floor  
Singapore  
049909  
t: +65 6228 0200



# CONTACT US

## SOUTH AFRICA

### Johannesburg

GreenPark Corner  
Cnr West Road South and Lower Road  
Morningside, Sandton Johannesburg  
2196  
South Africa  
t: +27 (0) 11 881 2400

## SOUTH KOREA

### Seoul

21st floor East Center  
Center 1 Building  
26 Euljiro 5 gil  
Jung-gu  
Seoul 04539  
Korea  
t: +82 (0) 2 6454 7000

## SPAIN

### Madrid

Paseo de la Castellana nº13  
4ª Planta  
28046 Madrid  
Spain  
t: +34 91 309 79 88

## Barcelona

Passeig de Gràcia no 55-57  
3ª Planta  
08007  
Barcelona  
t: +34 93 216 30 00

## SWITZERLAND

### Zurich

Claridenstrasse 41  
CH-8002 Zurich  
Switzerland  
t: +41(0) 44 809 35 00

## TAIWAN

### Taipei

Room F, 10<sup>th</sup> Floor  
No. 1 Songzhi Road  
Xin-yi District  
Taipei  
Taiwan  
t: +886 2 8758 0700

## THAILAND

### Bangkok

Q House Lumpini, 12<sup>th</sup> Floor  
Unit 1201  
1 South Sathorn Road  
Thungmahamek, Sathorn  
Bangkok 10120  
Thailand  
t: +66 (0) 2 344 4800

## UAE

### Dubai

Unit No. 1008  
10th floor Burj Daman DIFC  
Dubai  
P.O. Box 506851  
UAE  
t: +971 4 8180 100

## UNITED KINGDOM

### Birmingham

9th Floor  
11 Brindley Place  
Birmingham B1 2LP  
United Kingdom  
t: +44 (0) 121 281 5000

## Guildford

Bishops Wharf  
1 Walnut Tree Close  
Guildford GU1 4RA  
United Kingdom  
t: +44 (0) 1483 510 400

## London (Head Office)

11 Slingsby Place  
St Martin's Courtyard  
London WC2E 9AB  
United Kingdom  
t: +44 (0) 20 7379 3333

## Manchester

9th Floor  
3 Hardman Street  
Manchester  
M3 3HF  
United Kingdom  
t: +44 (0) 161 214 7400

## Milton Keynes

Altius House  
North Fourth Street  
Milton Keynes  
Buckinghamshire  
MK9 1NE  
United Kingdom  
t: +44 (0) 1908 04 4000



## CONTACT US

### **St Albans**

Fountain Court  
2 Victoria Square  
St Albans  
AL1 3TF  
t: +44 (0) 1727 617 500

### **UNITED STATES**

#### **New York**

7 Times Square  
Suite 1606  
New York  
NY 10036  
USA  
t: +1 212 704 9900

#### **San Francisco**

101 Mission Street  
Suite 2000  
San Francisco  
CA 94105  
USA  
t: +1 415 549 2000

### **VIETNAM**

#### **Ho Chi Minh City**

Unit 1, Level 9,  
The Metropolitan  
235 Dong Khoi Street  
District 1  
Ho Chi Minh City  
Vietnam  
t: +84 8 3520 7900



ROBERT WALTERS