

**ROBERT WALTERS GROUP**  
SPECIALIST PROFESSIONAL RECRUITMENT

ROBERT WALTERS



# We are the Robert Walters Group

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For more than 30 years, we've been powering people and organisations to fulfil their unique potential.



In that time, we've expanded from a single office in central London to a global presence with offices in 31 countries around the world. Nevertheless, we've remained committed to the same principles that have driven our success from the very beginning — a strong team-based culture that puts clients and candidates first, a passion for quality in all we do, a commitment to treating people with integrity, and an innovative spirit that propels us to constantly improve. These values are the driving force in our mission to be the world's leading specialist professional recruitment group.

Across a global team, we're ultimately interested in building long-term relationships — we advise and consult but never force people into making decisions that aren't right for their business or career goals. That consultative approach has set us apart from the competition and continues to cement our reputation as the recruiter of choice, trusted by the world's leading organisations and professionals.

### Robert Walters

Chief Executive, Robert Walters Group



# What we do

As part of our mission to be the world's leading specialists in professional recruitment, we've been connecting top talent with outstanding employers around the globe for more than three decades. Our worldwide network of consultants has the knowledge and expertise to meet the needs of both local and international markets.

## Our mission:

To be the world's leading specialist recruitment group

### International expansion

Our organic growth has helped us to better serve clients and candidates while preserving our unique culture and high service levels, as well as offer exciting international career paths for our people.

### Discipline diversification

We drive our geographic expansion by strengthening existing areas of expertise, as well as launching new disciplines. Our focus on niche skill sets and high-quality service has been a major key to our success.

## Our brands

Our clients and candidates have unique and ever-changing needs, reflecting current economic trends, shifting workforce demographics, or even new technologies. The Robert Walters Group comprises three specialist brands that are designed to meet the needs of the clients and candidates we support. But no matter how you choose to work with us, you can be assured that our passion for quality and our focus on teamwork, integrity, and innovative thinking are values that run through all our brands.



### Robert Walters

SPECIALIST PROFESSIONAL RECRUITMENT

Robert Walters is a specialist professional recruitment consultancy. We work with candidates in early career stages through to C-suite appointments. We recruit permanent, contract and interim professionals across the world.



### Walters People

PROFESSIONAL STAFFING

Walters People is our professional staffing brand operating across Belgium, France, Ireland, the Netherlands, Spain and the UK. We focus on recruiting temporary, contract and permanent roles for finance and business support positions.



### Resource Solutions

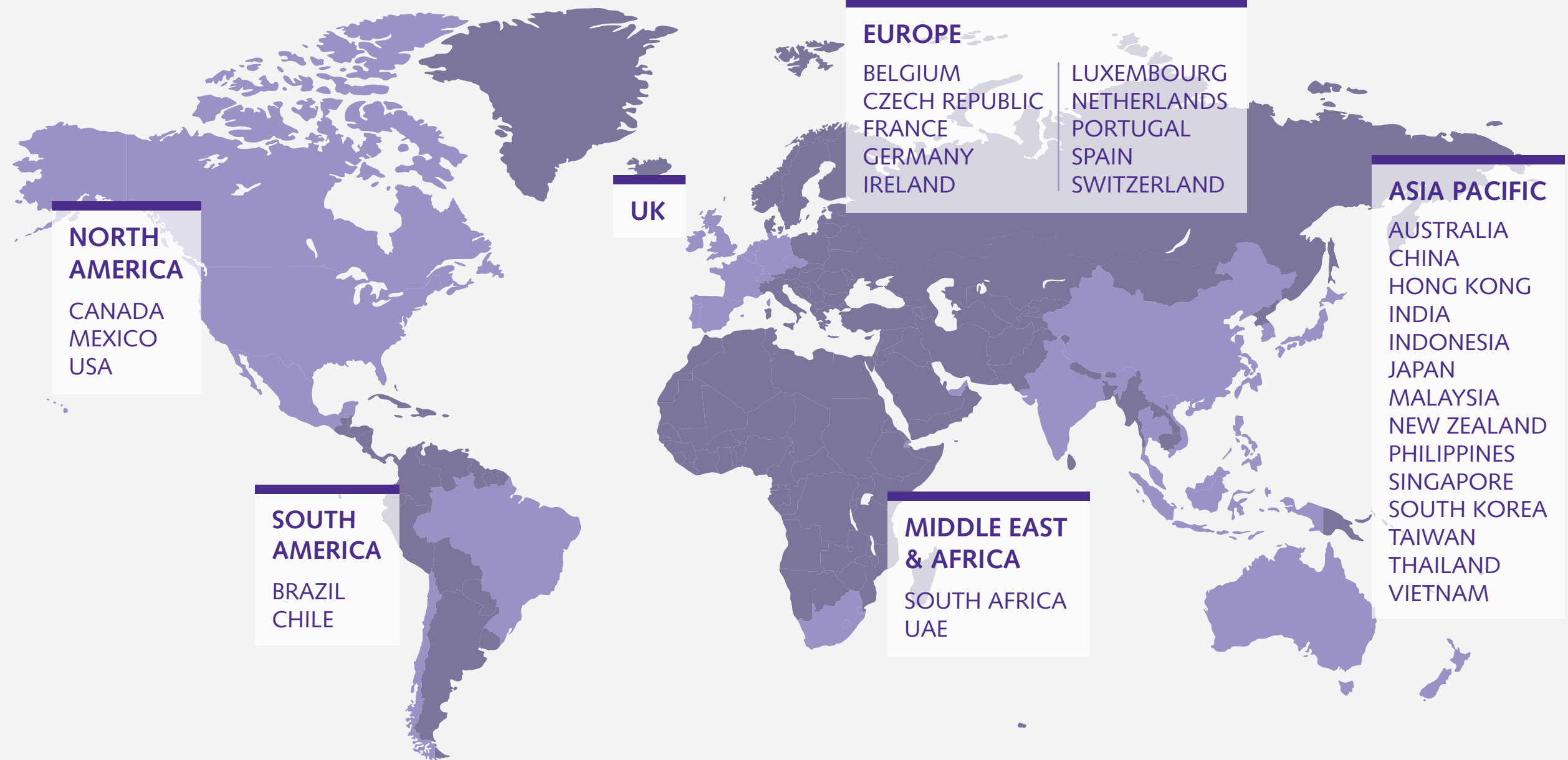
RECRUITMENT PROCESS OUTSOURCING

Resource Solutions is our international recruitment outsourcing brand, managing client recruitment processes to improve quality and reduce hiring costs. Since 1997, we've recruited top talent for some of the world's leading brands.

# Our global reach

## Global reach, local expertise

The Group's international network of offices spans 31 countries and enables us to meet the demands of clients and candidates whose needs extend beyond local markets. Meanwhile, our strong local foundations give us unique insights into specific industries and cultures.



**74%**

74% of our business is now located outside the UK

**31**

We offer our services in 31 countries across six continents

**4,300**

We have over 4,300 employees offering great service worldwide

**249**

249 employees have undertaken international transfers in the last five years



# Our culture

As a business, our purpose is to power people and organisations to fulfil their unique potential — that applies to our people, too. From best-in-class training to our non-commission model, we work hard to create an environment where teamwork and reward go hand in hand. We believe this is key to delivering outstanding service levels for our clients and candidates around the world.

## Global career growth

Our consultants enjoy exciting and motivating roles with international exposure to some of the world's leading brands. We reward high performers with rapid career progression, focusing on individual output rather than seniority, as well as the opportunity to continually develop their industry specialisms.

Successful staff can also move around the world building new businesses and strengthening existing ones. It's a key part of our talent retention strategy and means that many of our senior managers started their careers with us as consultants — so you can be assured that you're talking to experts.

## A focus on people

Our workplace culture puts our people at the centre, and we pride ourselves on offering the latest tools and technology to help them be the best. As part of our smart working approach, every consultant is provided with a Microsoft Surface tablet, giving them the tools and mobility they need to be productive wherever they are. We've also introduced Workplace by Facebook, offering an interactive and fun platform for our 4,300 colleagues around the world to connect and feel part of a truly global team.

## Dynamic rewards

We've always believed in celebrating our people's successes. From generous bonuses to a range of attractive global and local benefits, we go out of our way to say thanks for a job well done. We even offer high achievers the opportunity to visit exotic locations like Phuket, Las Vegas or Siem Reap for our Annual Incentive Weekend.

We're also known for our non-commission model, which means that while our consultants don't receive individual sales commission, they're rewarded on a team profit-share basis. This not only ensures that our clients and candidates come first, but it also promotes a positive working culture where collaboration is incentivised.

## High-performance culture

Since the beginning, we've embraced our entrepreneurial spirit and we continue to do so today. Our consultants are diverse, focused and highly motivated — they are continuously learning from one another in a friendly and supportive environment where they feel inspired to do their best work.

## What our people say

Our consultants have passion, energy and commitment. Add to that our industry-leading training and you can be sure that when you work with us, you're working with the best. We also offer opportunities for rapid advancement, ensuring that we keep our top talent and can offer a consistent service over many years.



"I spend a lot of time talking to new people, which I love. Our industry is very network-oriented, so it's important that I understand the needs of my clients so that I'm able to consistently deliver for them. Doing so has helped me to build a name for myself quickly."

**Feven Yeshanew**  
Senior Consultant  
Toronto, Canada



"The tenure in my senior team allows us to embed our culture and values into the business. Being a partner with our clients, not just a provider, has brought me and the team success and rewarding, long-term careers."

**Sinead Hourigan**  
Director  
Brisbane, Australia



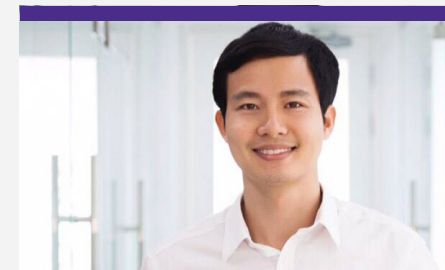
"It's wonderful to work with a group of extremely talented and ambitious people — the passion of the staff here has really been the key to our success. There are lots of opportunities to travel and learn from senior colleagues, all while working in a fun and sociable environment."

**Alberto Muñoz**  
Associate Director  
Madrid, Spain



"Training and development is a big part of the culture at Robert Walters. In some companies, I felt that it was more of a formality, but in this role, my training is tailored to me, with one-to-one sessions to help me achieve the professional development I need to take my career to the next level."

**Victoria Stanton**  
Manager  
London, UK



"I really enjoy working with some of the best professionals in the industry and helping them find their next role. We're very lucky to have a great database of candidates and clients. At the end of the day, it gives me great satisfaction to know I've placed the right candidate with the right client."

**Phuc Pham**  
Manager  
Ho Chi Minh City, Vietnam



"I enjoy working with clients and using my skills to help people find better jobs. My industry knowledge has been a huge advantage, too — it helps me reassure clients and candidates that I really understand what they both need to make the placement a success."

**Madhuri Srinivasa**  
Senior Consultant  
Tokyo, Japan



# Our industry experience

For many businesses, finding a candidate with the right skills and experience, who is also a good cultural fit, can be quite a challenge. That's why we like to hire from industry, finding consultants who are specialists in the fields they recruit for; they bring with them strong personal relationships and industry networks, enabling them to find hard-to-reach talent with niche skill sets. In return, our clients get the peace of mind that any candidate we put forward will have the right skills for the job.

Our consultants are truly passionate about continuously developing their knowledge, always staying on top of the latest industry trends and issues. This not only helps us to offer clients expert insights and hiring advice, but enables us to continually broaden the services we offer.



"I really enjoy being able to show clients how my architectural expertise and knowledge of recruitment trends add value to their business."

**Carlos Afan de Ribera**  
Senior Consultant – Spain  
Former Architect



"As a product marketer, I developed strong communication and stakeholder management skills, which are invaluable to me as a recruiter."

**Ruby Lin**  
Manager – Taiwan  
Former Product Marketer



"Working in recruitment has been a great fit for me, as I've been able to leverage my knowledge of the local market to add value and develop closer working relationships with my clients."

**Laura Gripton**  
Senior Consultant – UK  
Former Solicitor



"Knowing the market in which I operate means I can speak credibly about the industry, which helps me develop a rapport with candidates and clients more quickly."

**Matt Chauhan**  
Senior Consultant – Australia  
Former Engineer

## Our core disciplines

We recruit for most professional disciplines, and we're continuously developing and expanding our offering. Our consultants rely on one another's sector specialisms to find their clients the best talent for the available role.

<b>Banking &amp; Finance</b>	<b>Business Support</b>	<b>Commerce</b>
<b>Engineering &amp; Construction</b>	<b>Human Resources</b>	<b>Legal</b>
<b>Procurement &amp; Supply Chain</b>	<b>Sales &amp; Marketing</b>	<b>Technology</b>



# Our drive to innovate

We see technology as an enabler, not a threat. We track, test and trial hundreds of new technologies each year to see if they can increase our productivity and give our consultants more time to do what they do best — building human connections and personal relationships.

## Value for our clients

We want to make sure that clients benefit from our 'test and trial' approach, so we regularly share our research and case studies about new and emerging technologies so that they can learn as fast as we do. We're transparent — we let them know what hasn't worked, as well as what has, so that they have instant access to the best solutions on offer.

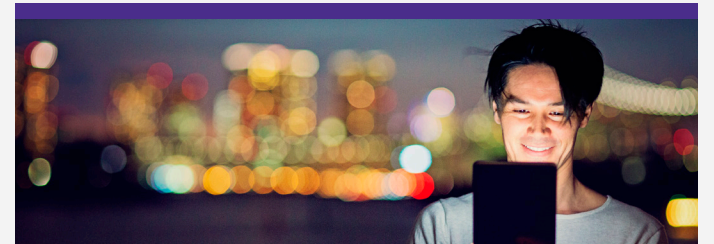
## Enabling human connections

What's interesting is that, even though technological innovations are changing elements of the way we recruit, we don't believe they will ever replace our consultants' innate understanding of what our clients and candidates need. Ultimately, we are looking for technology that will allow frictionless human interactions. We want to create the same consumer-grade experience for recruitment that people have with leading brands every day.



### Adify

Adify is a bespoke programme specially designed by our in-house innovation team. We use Adify to analyse job advertisements and see if they appeal more to men or women, with the aim of reducing gender bias in the recruitment process and promoting gender equality among candidates. Internal and client trials have, so far, led to an increase in female job applicants — in some cases, by 23%.



### Schedule Once

This online tool allows candidates to select their preferred interview slots and sends automated email confirmations with interview details — candidates can also reschedule with a simple click of a button. In one client trial, we saw 70% of candidates sign up and schedule interviews within two hours of receiving the email, significantly reducing time-to-hire across the board.



### Dot the Bot

Dot is our new chatbot for handling contractor queries across the Group. It gives immediate and consistent responses to simple contractor queries, freeing up our contractor care teams to handle escalations and more complex query resolutions.



### Gamification

MindX (now part of HireVue) gamifies the hiring process by inviting candidates to play a game that analyses aptitudes like verbal recognition during gameplay, then feeds back the analysis to our consultants. This engaging platform has already proved successful, especially when hiring graduates.



### Harnessing the power of Google

Our website now uses Google to power our job search function, giving candidates even more accuracy in their job searches. Google is also now including our jobs in its new job search experience, delivering new opportunities to jobseekers worldwide.



### AI and machine learning

We've been trialling Arya, a recruiter's AI assistant, since 2017. Arya reads a job description, then goes to our job boards, database and social media to formulate a longlist of potential candidates within 40 minutes, which our consultants can then review.



# What our clients say

We delight in meeting and exceeding our clients' expectations – that's why we pride ourselves on our honest, consultative approach, focusing on making sure that we understand what our clients need and finding the right candidate for the job.



“They absolutely outperformed any of the other recruiters I have been dealing with. Without question, they’ll also be the first name on my contact list when I look to move on.”

**Adam Leahy**  
Financial Controller – Oracle  
Dublin, Ireland



“Working with Robert Walters has been really seamless and rich, thanks to the insights that the consultants bring in. I’ve enjoyed my experience working with Robert Walters over the last 10 years.”

**Atul Gaur**  
HR Director – L’Oréal  
Singapore

“They’ve found us some great people. They’re fast, friendly and very well-connected. I’ve worked with many recruiters over the years and the Robert Walters team is without a doubt my favourite.”

**Michael Acton Smith**  
Co-founder & CEO – Calm  
San Francisco, USA



“During the selection process, we received excellent service and were always kept in the loop. They presented us with varied professionals who fit our needs, and they were integral to our successful restructuring.”

**Leonildo Colombo Neto**  
Chief Financial Officer –  
Indústrias Colombo  
São Paulo, Brazil

“The Walters People consultants are fast, knowledgeable and committed. I can tell that they treat their candidates in the same way as they treat us. They build a relationship with them and are truly happy to help them find a new job.”

**Monique Meijer**  
HR Lead Advisor – BNY Mellon  
Amsterdam, Netherlands



“Robert Walters has open, honest and experienced consultants. They offer a broad knowledge of the market and have access to an extensive network of experienced candidates. I’d recommend using Robert Walters to any prospective organisation.”

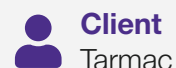
**Shaq Mohajerani**  
Head of Development –  
Hanwha Energy  
Sydney, Australia



# Our client case studies

## Assembling a first-rate team

How our consultative approach and industry expertise helped us deliver for Tarmac



**Client**  
Tarmac



**Industry**  
Building materials



**Brand**  
Robert Walters



### Context

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.



### Challenge

Several 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.



### Our approach

Having previously worked with Tarmac on senior projects, our consultants knew exactly the type of IT professionals required to make the project a success. This knowledge, coupled with our global talent database, enabled us to identify the most qualified candidates and invite them to interview. After meeting several candidates for each role and verifying their geographic flexibility, we presented shortlists for high-quality architects, and project and service delivery managers. Comprehensive feedback from both parties was gathered throughout the interview process, and a fully documented response from each candidate was presented.



### Result

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



Robert Walters took the time to understand our business needs and provided invaluable input throughout the process. Their understanding of the market and consultative approach enabled us to fill several urgent interim roles.

**Lee Beech, Operations Manager, Tarmac**

## Changing processes, transforming culture

Embedding best-practice HR processes to deliver cultural change for Columbia Threadneedle



**Client**  
Columbia Threadneedle



**Industry**  
Asset management



**Brand**  
Resource Solutions



### Context

Columbia Threadneedle chose to partner with Resource Solutions to supply a recruitment outsourcing solution. Their priority was to create complete confidence in the company's recruitment processes and use that as the basis for continuous improvement and strategic initiatives.



### Challenge

With a relatively small in-house HR team, the client wanted to implement best practice systems and processes that would allow them the time to focus on other high value-added improvements, like strategic succession planning and driving better results in direct recruitment.



### Our approach

Understanding the significance of their work to Columbia Threadneedle's strategic objectives, our team took a proactive approach in identifying pockets of recruitment excellence around the organisation in order to replicate best practice across the business. This meant strengthening controls to minimise risk and ensure fair hiring decisions were made, as well as improving documentation and developing the competency-based interviewing skills of hiring managers. The team even stepped up to recruit directly for more senior roles and took on several strategically important recruitment campaigns which were linked to some of the client's strategic initiatives.



### Result

By establishing and embedding the right HR systems and processes, we enabled the client team to focus on strategic HR developments for their organisation. Further, the client praised the specialist expertise of our team, and credited us with enhancing the overall reputation of the HR team.



By working 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. The calibre of the team and their focus is outstanding.

**Will Roberts, Head of Talent, Columbia Threadneedle**



# Our social purpose

## We're building a sustainable future for our planet and the people who live on it.

Being a socially responsible business isn't just the right thing to do – it's key to our long-term strategy and creates long-term value for our stakeholders.

It's also central to our purpose. Through our charitable giving, humanitarian action and environmental initiatives, we're building a world where people and organisations have the opportunity to fulfil their unique potential long into the future. Our commitment to being a force for good in the world is a key point of difference for our clients, candidates and staff, all of whom can be proud to work with us.

## Our approach

Since 2008, the Robert Walters Group has achieved constituent status on the FTSE4Good index, recognising our ongoing commitment to meeting global environmental, social and governance (ESG) standards. The FTSE4Good assessment criteria provides us with a benchmark by which we can measure the impact of our business and continue to ensure that we're a force for good in the world. In addition, the FTSE4Good ESG framework reflects the 17 UN Sustainable Development Goals.

## Environmental sustainability

Part of powering people and organisations to fulfil their unique potential is ensuring that they have a planet on which to do it. That's why we're proud of our long-running track record of environmental stewardship, having achieved fully carbon-balanced status for our worldwide business operations each year since 2015.

**£184k**

DONATED TO CHARITIES  
IN 2018

**100%**

CARBON-BALANCED BUSINESS  
OPERATIONS WORLDWIDE

**22 STAFF**

VOLUNTEERS SENT TO TSAVO,  
KENYA

**11 YEARS**

AS A FTSE4GOOD CONSTITUENT  
MEMBER

## Powering people

We've distinguished ourselves as industry leaders through our efforts to make a positive difference in our world. Whether it's volunteering in Kenya or simply offering friendly advice and support to someone in need, our teams are passionate about giving back and creating a better world for our clients, candidates, colleagues and communities.



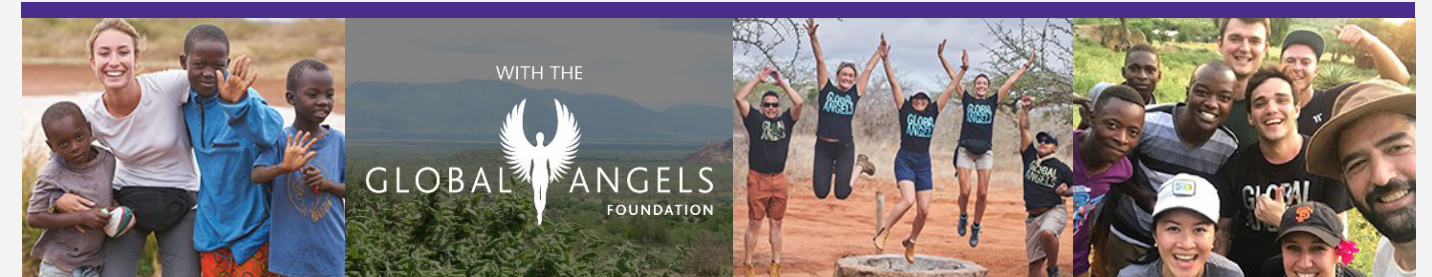
## Global Charity Day

Since 2012, our Global Charity Day has seen staff from across the Group contribute their creativity, athleticism and passion to raise as much money as possible for their chosen local charities. Learn more at [robertwalters.com/charityday](http://robertwalters.com/charityday).



## #BreakTheCycle

We're proud to be a part of the global conversation on mental health and wellbeing. That's why we're the official sponsors of The Hairy Handlebars, two young men raising awareness of men's health and wellbeing by cycling from London to Tokyo in support of men's health charity, Movember. Learn more at [robertwalters.com/breakthecycle](http://robertwalters.com/breakthecycle).



## Global Angels

Since 2017, we've partnered with the Global Angels Foundation to support sustainable projects in Tsavo, Kenya. There, we're working with local people to empower and transform the community, improving access to proper nutrition and clean drinking water. Learn more at [robertwalters.com/globalangels](http://robertwalters.com/globalangels).



# Thinking globally, acting locally

Although we're a global business, we firmly believe in giving back to the local areas where we operate. We encourage our teams to support local charitable organisations and causes that are important to them and their communities.



### Getting fired up for charity

The team in Johannesburg put on a barbecue feast, raising funds for Door of Hope, a local charity that works to rescue abandoned infants in South Africa.



### Saving food and feeding those in need

Teams from across Germany volunteered with Tafel Deutschland, a charity working to reduce food waste by collecting and distributing surplus food to those in need.



### Feeding dreams in Cambodia

17 employees from our Hong Kong and Taiwan offices volunteered with Feeding Dreams, a Cambodian charity and community school providing free education, school meals and support to over 800 underprivileged children living in Siem Reap's slums. While there, the team taught the children English and basic maths, and they even played a bit of football together.



### Getting messy for a good cause

By making donations to Cancer Research UK, employees in our London office vied for a chance to plant a cream pie on the face of their managing directors.



### Stopping litter in its tracks

Our Belgian teams helped to beautify their local community by litter-picking in support of 4ocean, a global movement committed to cleaning oceans worldwide.



### Doing good, keeping FIT

Over 130 people from Robert Walters Japan took part in the FIT Charity Run, helping to raise money for a number of small community organisations in Tokyo.



### Going the distance for children in need

The San Francisco team ran the Square Mile Relay supporting America SCORES, which gets low-income children involved in soccer, poetry and civic engagement.



### Raising money for Movember

Taking inspiration from our friends, the Hairy Handlebars, the team in New South Wales took to their bikes to raise money for men's health charity, Movember.



### Giving time with Willing Hearts

In Singapore, the team volunteered with local charity Willing Hearts, helping to prepare meals for the elderly and low-income families in need.



# Our awards

We're proud of our long-running reputation as an award-winning specialist recruitment group with numerous industry awards won across the world.

## GLOBAL



## RESOURCE SOLUTIONS



## UK



## INDONESIA



## GERMANY



## SWITZERLAND



## THAILAND



## MIDDLE EAST



## CHINA



## HONG KONG



## PHILIPPINES



## VIETNAM



## NEW ZEALAND



## JAPAN



## AUSTRALIA



# Get in touch

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INDONESIA  
IRELAND  
JAPAN  
LUXEMBOURG  
MALAYSIA  
MEXICO  
NETHERLANDS  
NEW ZEALAND  
PHILIPPINES  
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