

The logo for Robert Walters Group, consisting of the company name in a clean, sans-serif font, centered within a white square. The background of the entire slide is a photograph of a modern building's facade, featuring curved, layered architectural elements in shades of white, grey, and dark red, with a prominent dark red section at the bottom.

ROBERT  
WALTERS  
GROUP

# Full-year results

Robert Walters Plc  
08 March 2022

## About us

# Our strategy

The Group's strategy for growth is centred on organic international expansion and discipline diversification, ensuring a balanced footprint covering mature and developing markets.

### **International expansion**

Driving growth through expansion into new geographic locations.

### **Discipline diversification**

Driving growth through the building of new and existing disciplines.

### **Our mission**

To be the world's leading specialist professional recruitment group.

## About us

# Our brands



ROBERT WALTERS

### Specialist professional recruitment

Robert Walters recruits specialists for permanent, contract and interim roles across our core disciplines of accountancy & finance, banking, engineering, HR, healthcare, IT, legal, sales, marketing, secretarial & support and supply chain, logistics & procurement.



Walters  
— People

### Specialist staffing

Walters People is the staffing specialist for tomorrow's working world matching people to permanent and contract finance and business support jobs.



RESOURCESOLUTIONS

### Recruitment process outsourcing

Resource Solutions is a market leader in recruitment process outsourcing (RPO) and managed services. Resource Solutions designs and deploys tailored recruitment outsourcing solutions for clients across the world.

# Financial review

## Group highlights

### Group performance

- Net fee income up 17% (21%\*) to £353.6m (2020: £302.4m)
- Operating profit up 265% (285%\*) to £54.1m (2020: £14.8m)
- Profit before taxation up 315% (339%\*) to £50.2m (2020: £12.1m)
- Consultant productivity increased by 20% year-on-year
- Group headcount now stands at 3,484 (2020: 3,147)
  - Headcount below previous peak of 4,348 – significant headroom for further growth
- Permanent and interim recruitment activity strongest as organisations increasingly hired for the long term
  - Permanent recruitment now represents 68% (2020: 62%) of the Group's net fee income

### Regional analysis

- 81% (2020: 78%) of net fee income generated from international businesses
- All regions delivered significant increases in operating profit year-on-year
  - Asia Pacific – net fee income up 32% (39%\*), operating profit up 336% (361%\*)
  - Europe – net fee income up 11% (15%\*), operating profit increased by 192% (205%\*)
  - UK – net fee income up 3%, operating profit up 146%
  - Other International – net fee income down 1% (up 5%\*), operating profit increased by 43% (58%\*)

## Consolidated income statement and financial review

£	12 months to 31 Dec 2021	12 months to 31 Dec 2020	% Change	% Change (constant currency*)
Revenue <sup>1</sup>	970.7m	938.4m	3%	6%
Gross profit (net fee income) <sup>2</sup>	353.6m	302.4m	17%	21%
Operating profit	54.1m	14.8m	265%	285%
Interest and foreign exchange	(3.9m)	(2.7m)	-	-
Profit before taxation	50.2m	12.1m	315%	339%
Taxation	(16.7m)	(6.4m)	-	-
Profit for the year	33.5m	5.7m	-	-
Basic EPS	46.3p	8.0p	482%	-

- Proposed final dividend of 15p per share (2020: 11p per share)
- In 2021, the Group purchased 1,626,375 shares at an average price of £7.47 for £12.3m through the Group's Employee Benefit Trust. A further 363,723 shares were purchased after year-end at an average price of £7.50 for £2.7m

\* Constant currency is calculated by applying prior year exchange rates to local currency results for the current and prior years.

<sup>1</sup>Revenue is the total income from the placement of permanent and contract staff and therefore includes the remuneration costs of contract candidates and the total cost of advertising recharged to clients. It also includes outsourcing fees, consultancy fees and the margin derived from payrolling contracts charged by Resource Solutions to its clients.

<sup>2</sup>Net fee income is the total placement fees of permanent candidates, the margin earned on the placement of contract candidates and the margin from advertising. It also includes the outsourcing, consultancy and payrolling margin earned by Resource Solutions.

## Summary of Group balance sheet

£m	As at 31 Dec 2021	As at 31 Dec 2020
Goodwill	8.1	8.0
Tangible assets and computer software	25.6	19.3
Right-of-use asset	62.6	59.5
	96.3	86.8
Receivables	190.4	153.0
Payables and provisions	(176.7)	(173.8)
Lease liabilities	(66.4)	(63.8)
	43.6	2.2
Current and deferred tax	4.6	11.6
Net cash	126.6	155.5
Net assets	174.8	169.3

- Strong balance sheet with net cash of £126.6m as at 31 December 2021 (31 December 2020: £155.5m)
- Group has a £60m committed loan facility due for renewal in 2025. £15.7m drawn down on this facility as 31 December 2021

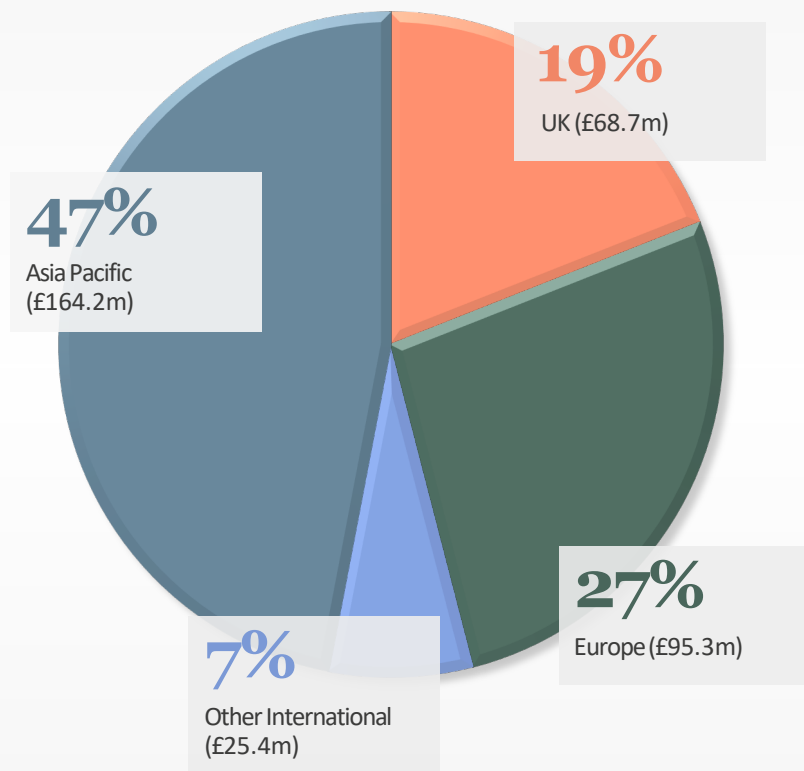
## Summary of cash flow

£m	12 months to 31 Dec 2021	12 months to 31 Dec 2020
Operating profit	54.1	14.8
Depreciation and amortisation and impairment	20.2	25.5
Share-based payments and other non-cash items	2.3	2.2
Unrealised foreign exchange (loss) gain	(0.3)	1.2
Working capital movements	(33.6)	69.9
Cash generated by operating activities	42.7	113.6
Principal paid on lease liabilities	(16.4)	(16.2)
Taxation paid	(9.1)	(14.7)
Capital expenditure	(13.2)	(9.9)
Interest and foreign exchange movements	(9.4)	(0.6)
Dividends paid	(11.9)	(3.2)
Proceeds from exercise of share options and issue of new shares	0.7	0.7
Purchase of shares	(12.3)	-
Movement in net cash	(28.9)	69.7
Net cash at year-end	126.6	155.5

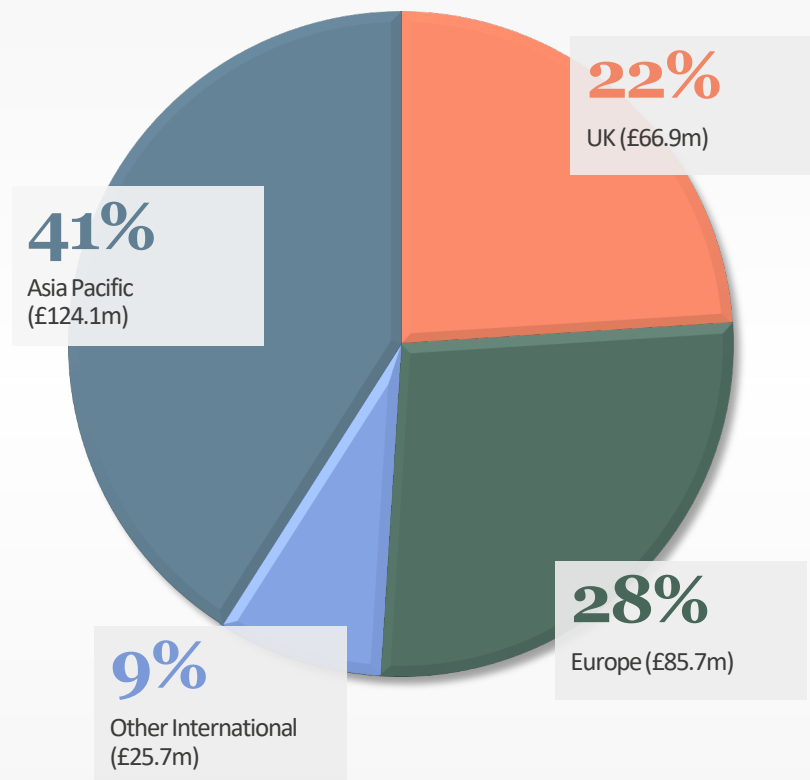


## Regional analysis (net fee income)

### 12 months to 31 Dec 2021



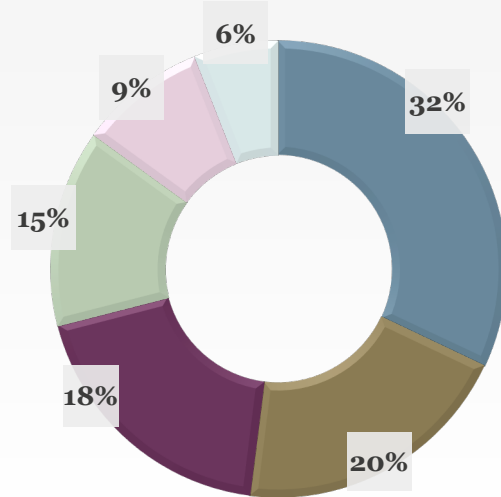
### 12 months to 31 Dec 2020



## Net fee income by geography

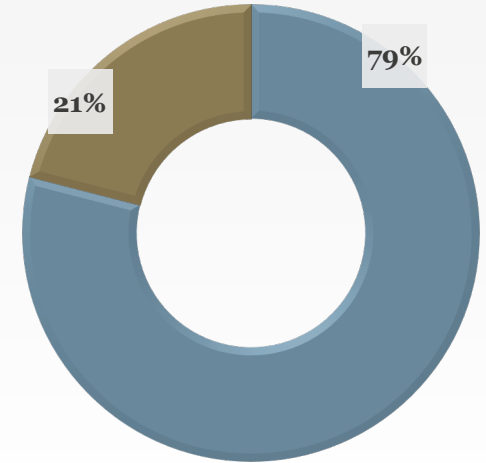
### Asia Pacific (47% of Group NFI)

- Japan 2020: 34%
- Australia 2020: 20%
- Greater China 2020: 16%
- Other 2020: 16%
- New Zealand 2020: 8%
- Singapore 2020: 6%



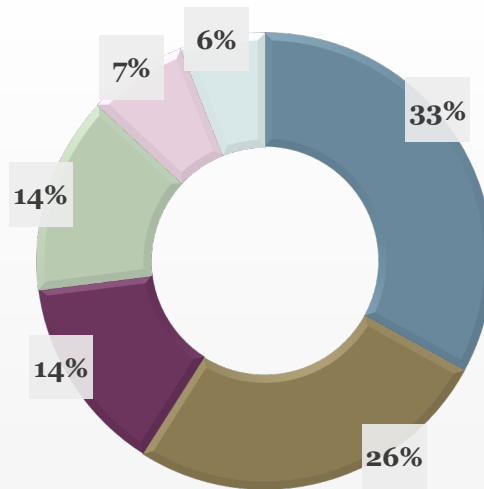
### UK (19% of Group NFI)

- London 2020: 81%
- Regions 2020: 19%



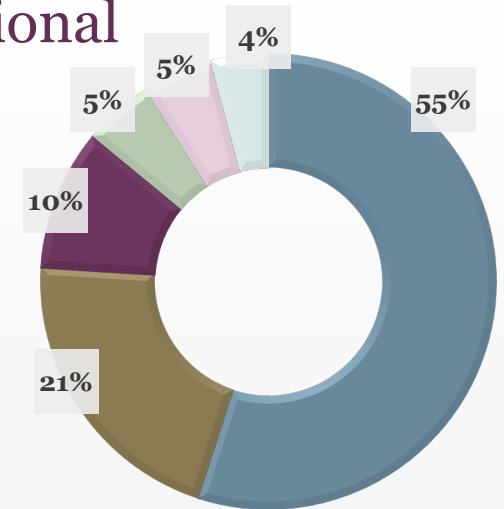
### Europe (27% of Group NFI)

- France 2020: 35%
- Netherlands 2020: 26%
- Belgium 2020: 14%
- Spain 2020: 12%
- Germany 2020: 6%
- Other 2020: 7%

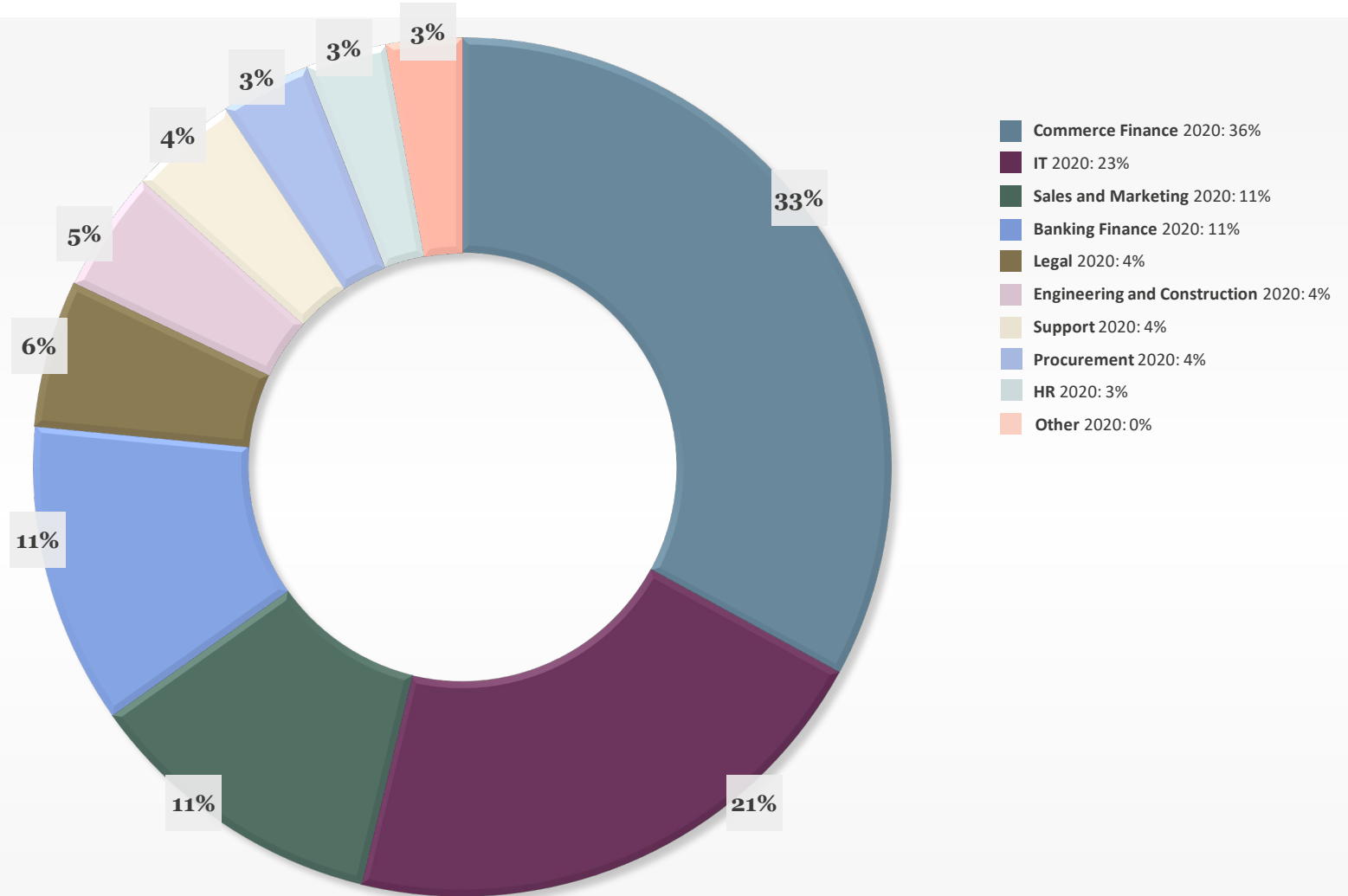


### Other International (7% of Group NFI)

- USA 2020: 68%
- Middle East 2020: 14%
- South Africa 2020: 9%
- Canada 2020: 3%
- Chile 2020: 3%
- Other 2020: 3%

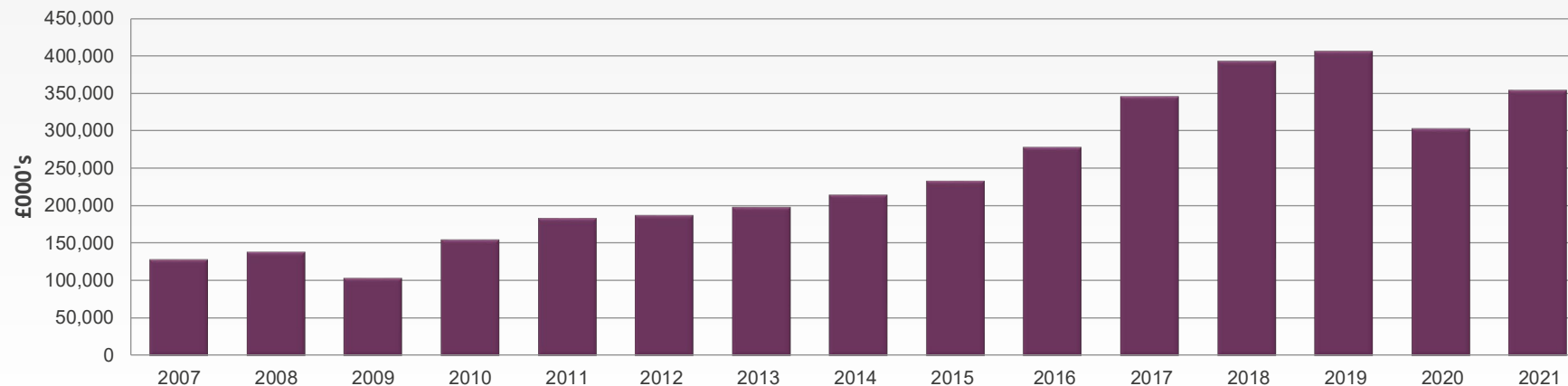


## Net fee income by discipline

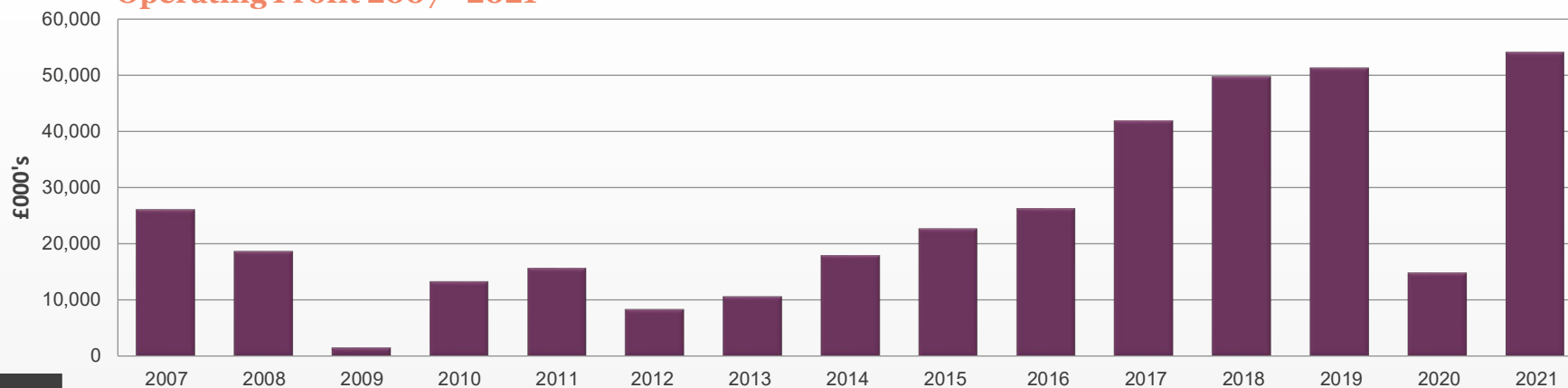


## Track record of growth

### Net fee income 2007 - 2021

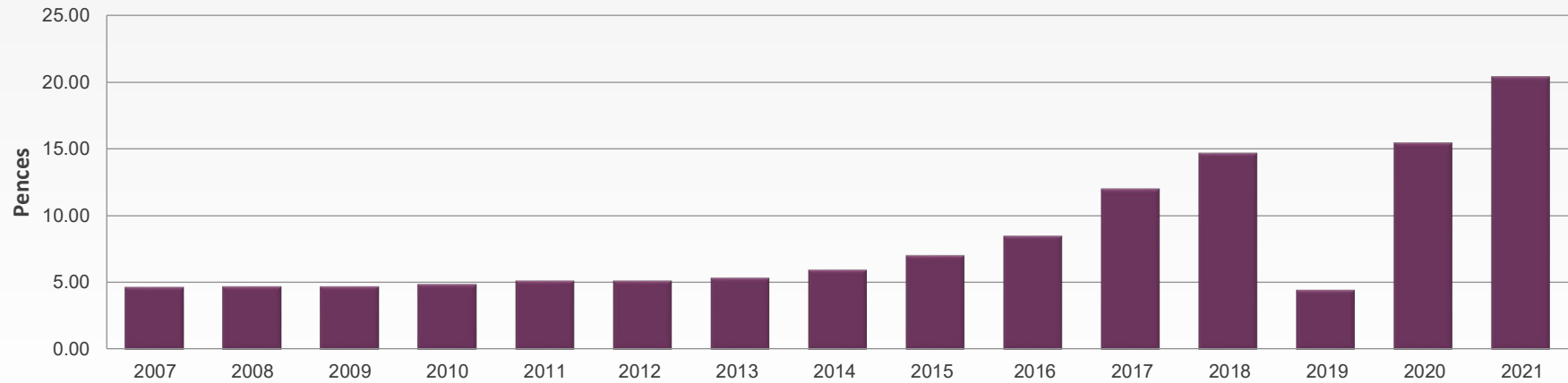


### Operating Profit 2007 - 2021

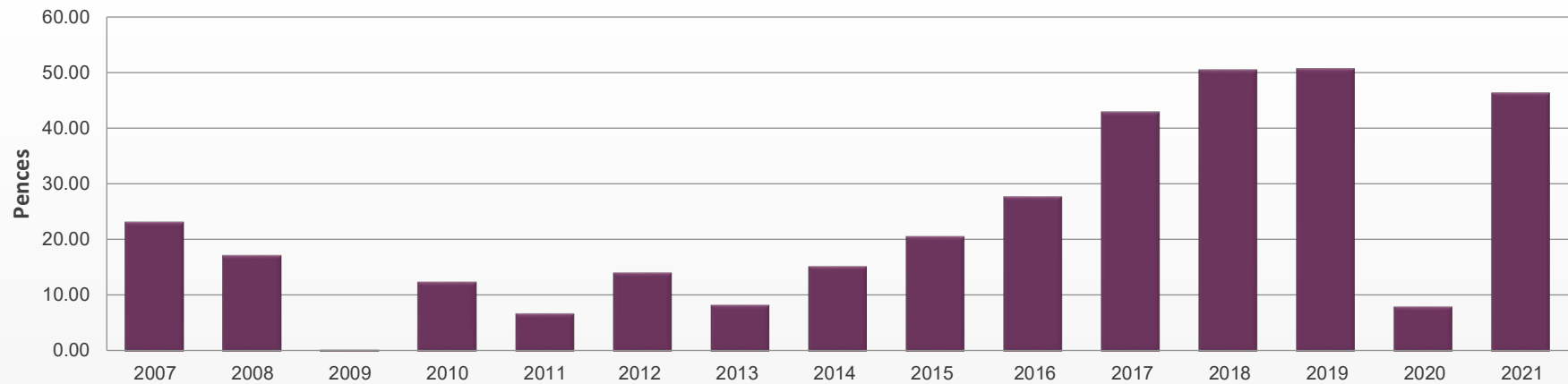


## Track record of growth

### Dividend Payments 2007 - 2021

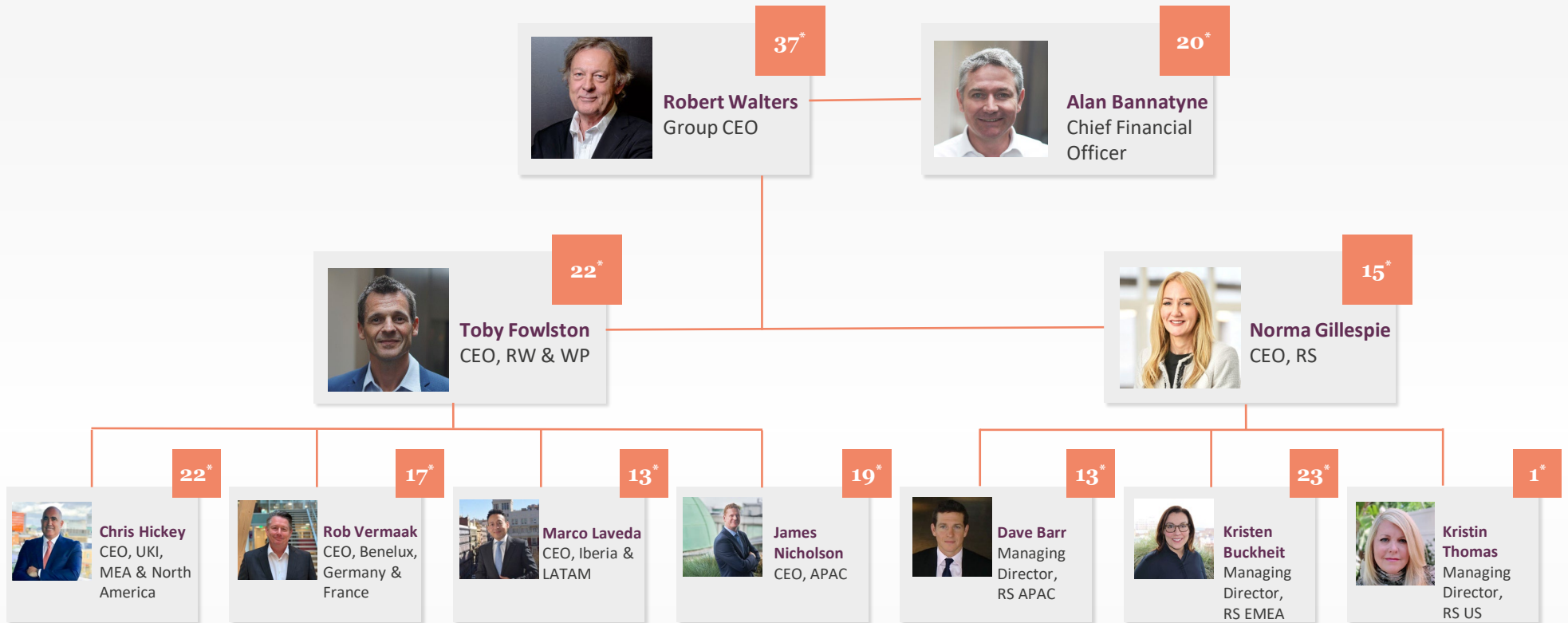


### Earnings per share 2007 - 2021



# Operations review

## Operational management team



\*Denotes length of tenure in years

## Asia Pacific (47% of net fee income)

### Asia Pacific

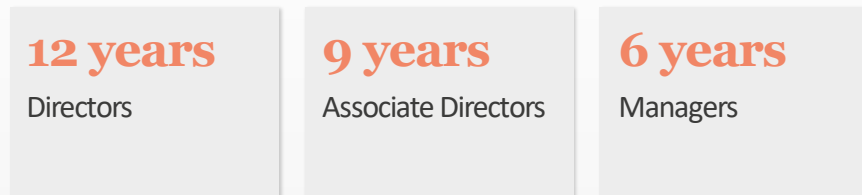
- Net fee income: £164.2m (2020: £124.1m)
- Operating profit: £36.5m (2020: £8.4m)



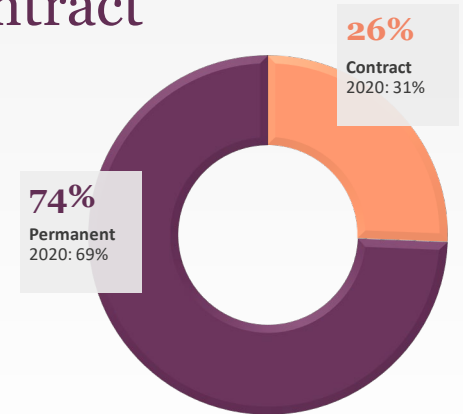
**Locations:**

- |                |             |
|----------------|-------------|
| Australia      | New Zealand |
| Hong Kong      | Philippines |
| India          | Singapore   |
| Indonesia      | South Korea |
| Japan          | Taiwan      |
| Mainland China | Thailand    |
| Malaysia       | Vietnam     |

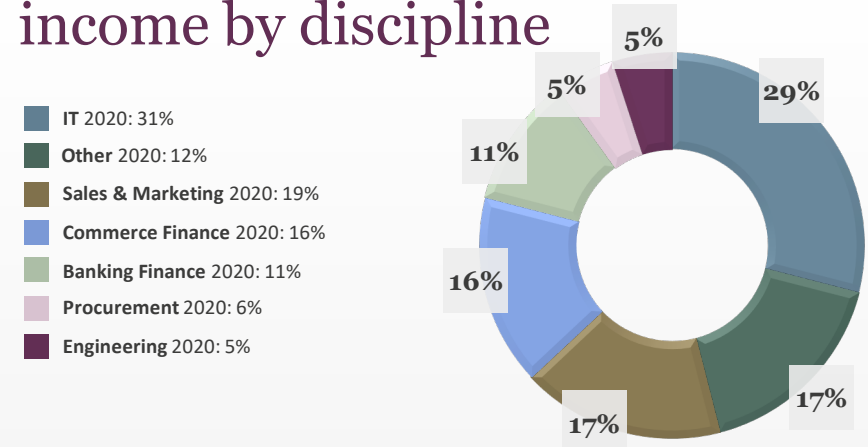
### Average tenure



### Permanent/contract recruitment



### Recruitment net fee income by discipline





## Asia Pacific

# Japan and South Korea

### Japan

- The Group's most profitable business – clear market leader in bilingual professional recruitment
- Record year. Operating profit increased by 138%\* year-on-year despite several Covid 'States of Emergency' being declared throughout the year
- Globalisation of Japanese organisations and shortage of bilingual professionals remain key drivers
- Wage inflation of circa 20% for job movers. Even higher premiums for hard to find and niche skillsets
- Digital transformation a key factor in driving recruitment activity levels across all sectors
  - Key skills and experience in demand including AI, Electric Vehicles (EV), robotics, digital and supply chain management
- Manufacturing recovered well – semiconductor demand and focus on Sustainable Development Goals (SDGs) including decarbonisation and green energy

### South Korea

- Record year. Strong growth in net fee income and operating profit. Shift towards 'living with Covid' policy by Government in second half of the year
- Bilingual professionals remain in extremely short supply. Demand strongest across finance and HR
  - Technology and transformation – remains very competitive for software engineers and developers particularly across the fields of AI, machine learning and data science
  - Industrial sector recovered well during 2021. Healthcare sector also active

## Asia Pacific

# Australia and New Zealand

### Australia

- Region's second largest and second most profitable business
- Net fee income increased by 33%\* and operating profit by 423%\* year-on-year
- Acute talent and skills shortages across technology, financial services, sales, legal and business support
  - Exacerbated by lack of immigration due to Covid border controls
- Wage inflation running hot at circa 15-20% for job movers in high demand sectors and disciplines
- Permanent market growing fastest
  - Contract lengths shortening for temps as conversions to perm are happening more quickly as organisations look to secure talent long term. Potential temp uplift in 2022 as permanent supply tightens

### New Zealand

- Dominant market position – healthy blend of private and public sector revenue, both permanent and contract. Presence covering Auckland, Wellington and Christchurch. Now the region's fourth most profitable business
- Ability to provide multiple recruitment solutions – permanent, contract, payroll, MSA, SoW
- Demand highest across technology and transformation disciplines but finance also active
- Global footprint and International Candidate Management programme enables pipelining of expats looking to return home and professionals looking to migrate once borders reopen

## Asia Pacific

# Greater China and South East Asia

Unrivalled footprint – including some of the world’s fastest growing emerging recruitment markets. Strong platform for long-term growth

### Greater China

- Hong Kong bounced back well from socio-economic and Covid impacted 2020. Net fee income up 45%\* year-on-year
  - Noticeable increase in international talent leaving the region
  - Zero Covid policy impacted ability of staff to return to the office
- Mainland China continues to go from strength to strength
  - Record performance underpinned by a strong local Chinese management team. Further penetration of local market
  - Fierce competition for talent as government increases push for domestic self-reliance. Hi-tech manufacturing, semiconductors, healthcare, new energy and logistics sectors particularly active
- Record net fee income and operating profit in Taiwan. Market leader with proven 10 year track record

### South East Asia

- Significant periods of lockdown experienced throughout the year across all markets
- Acute shortage of bilingual professionals and digital transformation are key recruitment activity drivers across the region. 20%+ wage inflation for job movers
- Standout and record performances delivered in Malaysia and Vietnam
- Increasingly localised recruitment market in Singapore. Continued tech talent shortages exacerbated by local first policy

## Europe (27% of net fee income)

### Europe

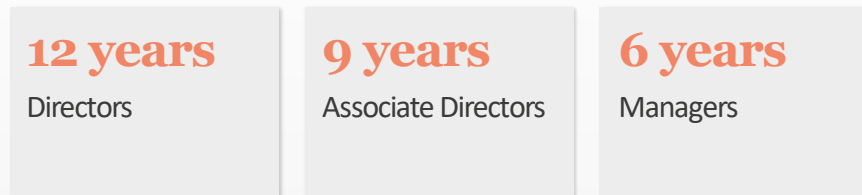
- Net fee income: £95.3m (2020: £85.7m)
- Operating profit: £13.7m (2020: £4.7m)



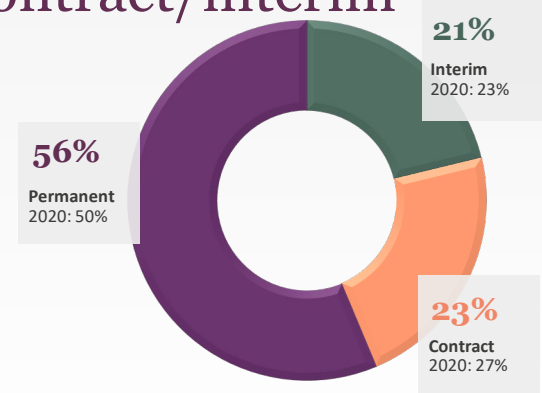
**Locations:**

- Benelux
- France
- Germany
- Ireland
- Poland
- Portugal
- Spain
- Switzerland

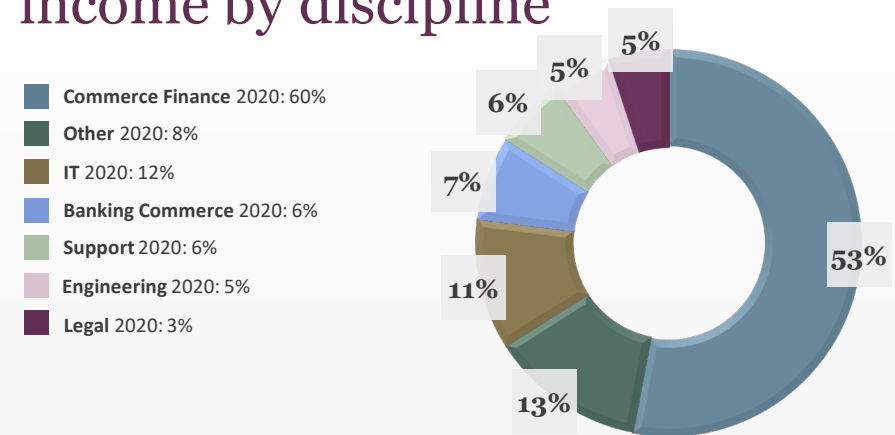
### Average tenure



### Permanent/contract/interim recruitment



### Recruitment net fee income by discipline



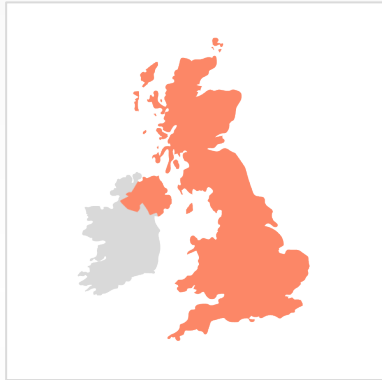
## Europe

- Strong performance across region. Six out of eight markets more than doubled operating profit year-on-year
- Blend of permanent, contract and interim recruitment solutions continues to be a key competitive advantage allowing us to service diverse client requirements
- Market bounced back strongly in France, the region's largest business, particularly during the second half of the year. Net fee income increased by 9%\* and operating profit by 180%\* year-on-year
  - Permanent recruitment activity particularly active – finance, legal, sales, technology and logistics all seeing high demand
  - Marked shift in candidate behaviour – hybrid/flexible working an increasingly important requirement
- Well-established Benelux business continued to perform having weathered 2020 exceptionally well
  - Netherlands – net fee income up 13%\* year-on-year
    - Organisations reassessing 'must have' versus 'nice to have' skills to widen the talent pool
  - Belgium – net fee income up 14%\* year-on-year
    - Trilingual professionals continue to command a premium. Finance, sales and business support particularly active
- Spain – record net fee income and operating profit. 90% of population vaccinated so life returning to 'normal'
  - Most active disciplines/sectors include commerce finance, banking, renewable energy, digital transformation and e-commerce
- Germany – significant return to growth after a challenging few years
  - Established a strong reputation for premium customer service. Fast growing permanent and interim activity across all disciplines. Wage inflation of 20% commonplace for job movers

UK (19% of net fee income)

## UK

- Net fee income: £68.7m (2020: £66.9m)
- Operating profit: £3.3m (2020: £1.3m)



**Locations:**  
Birmingham  
Bracknell  
London  
Manchester  
Milton Keynes  
St Albans

## Average tenure

**11 years**

Directors

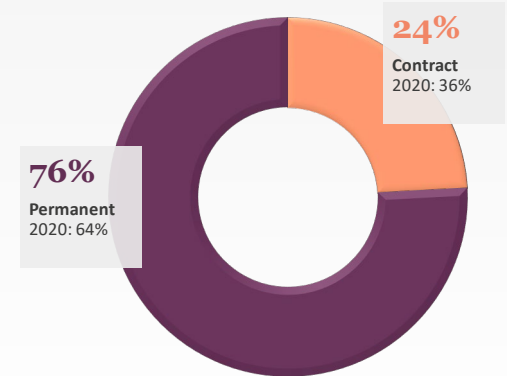
**9 years**

Associate Directors

**5 years**

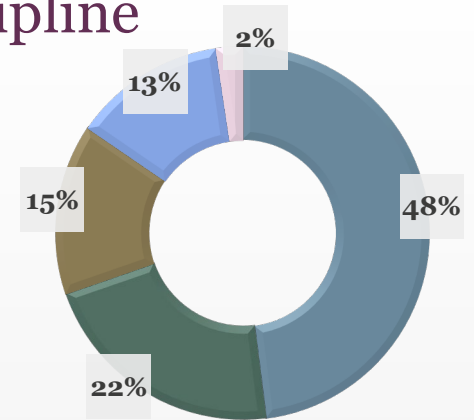
Managers

## Permanent/contract recruitment



## Recruitment net fee income by discipline

- Commerce Finance 2020: 49%
- Banking Finance 2020: 18%
- Legal 2020: 14%
- IT 2020: 16%
- Other 2020: 3%



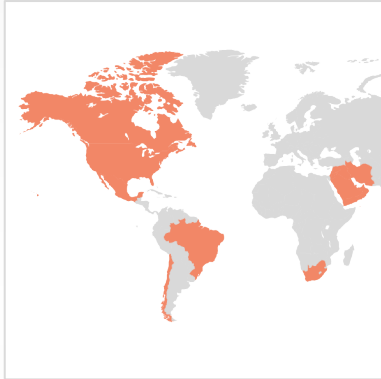
## UK

- Broad based growth – permanent and contract across London and the regions
- Both a release of pent-up candidate and client demand from 2020 and a more general increase in both candidate and client confidence
- All disciplines bounced back strongly after a tough 2020 with commerce finance, legal and technology the most active. Candidate shortages most acute at the mid to senior end of the market
  - Record year for legal sector – banking and finance and real estate lawyers in highest demand
  - Banking recruitment activity rebounded particularly across corporate finance, M&A and investment management
  - Technology has held up strongly throughout the pandemic period – project and programme management, product, machine learning and data science roles have been in particularly strong demand
- Wage inflation of circa 15-20% across high demand disciplines
- Organisations increasingly location agnostic when hiring however lifting of legal Covid restrictions could result in a shift in policy although hybrid working likely to remain long term
- Focus on high-growth sectors with strong investment – Fintech, Edtech and Gaming – continues to pay dividends and has positioned the business as a trusted specialist partner to support long-term headcount growth
  - UK is increasingly the gateway to Europe for US tech investors

## Other International (7% of net fee income)

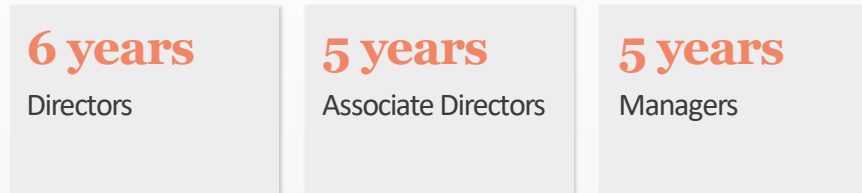
### Other International

- Net fee income: £25.4m (2020: £25.7m)
- Operating profit: £0.6m (2020: £0.4m)

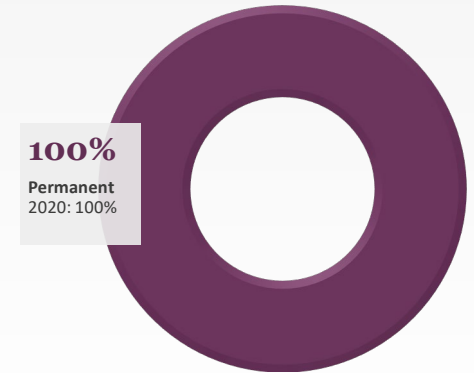


- Locations:**
- Brazil
  - Canada
  - Chile
  - Mexico
  - Middle East
  - South Africa
  - US

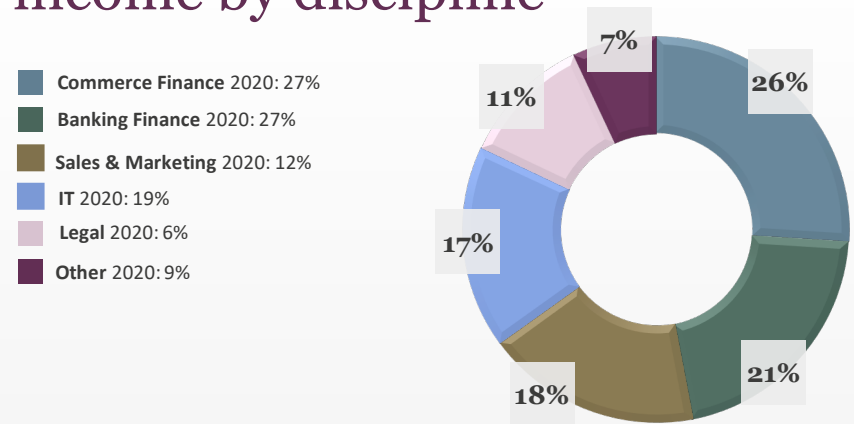
### Average tenure



### Permanent/contract recruitment



### Recruitment net fee income by discipline





## Other International

### Americas

- New business in Chile continues to perform well, despite Covid, growing net fee income by over 70%\* year-on-year
- Tough first quarter in the US. Strong rebound particularly during the second half of the year
  - Expect to open at least one new office in 2022 to take advantage of the strong jobs market
  - Further investment in growing New York, San Francisco and LA operations
- Record performance in Canada across both net fee income and operating profit

### South Africa

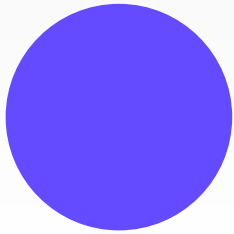
- Business delivered a solid performance despite significant Covid waves during the period
- Expect pipeline of qualified candidates moving from SA to the UK to grow as borders reopen

### Middle East

- Record net fee income – growing 42%\* year-on-year
- Dubai – market has ‘normalised’ due to high vaccination rates
- Newest office in Abu Dhabi performing well

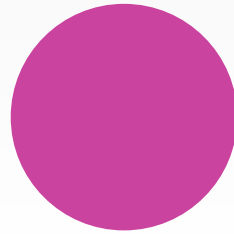
## Resource Solutions

# Core product propositions



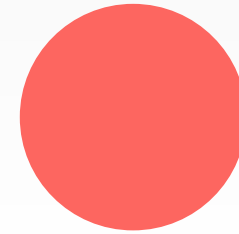
### RPO (Recruitment Process Outsourcing)

Delivering the functionality of an in-house recruitment team. Our services are designed with client and candidate needs at the core; agile, experience-led and empowered by technology. From project-based assistance to full RPO delivery.



### Non-permanent workforce solutions

Helping our clients build a balanced, flexible workforce. Driven by cutting-edge insight, control and compliance, efficiency and our focus on hiring-manager and candidate experience.



### Advisory

Our consulting services are delivered with deep speciality and grounded in a single vision – to improve recruitment outcomes.

Our promise is to meet our clients' briefs and show real, measurable impact. We focus on experience; of the candidate, hiring manager and recruiter.

## Resource Solutions

- UK business saw a single-digit decline in net fee income due to the lag effect of clients re-hiring on-site teams following a prolonged period of restructures and hiring freezes
  - Activity levels increased in the second half and we expect this to continue through 2022
- New MD hire in the US – remit to build presence across this key strategic market
- Record year in Asia Pacific in terms of both net fee income and operating profit
  - Significant number of new client wins and extensions particularly across South East Asia and India
- Successfully launched a series of new advisory services to clients including:
  - RSIntelligence
  - D&I audit and advisory
  - Workforce consultancy
  - Rejoin
- Continued to diversify client base with new clients won and deals extended in manufacturing, logistics, pharmaceuticals and professional services
- Group has continued to proudly work alongside the NHS – management of the onboarding of healthcare workers and vaccinators

## ESG

Our strategy is based upon three strategic pillars which align to ESG and are underpinned by our purpose



### Protecting the planet ENVIRONMENT

- The Group has been offsetting the equivalent of our carbon emissions since 2015
- Planted over 15,000 trees in 2021 through our 'Plant a Tree' initiative with World Land Trust
- Regular greenhouse gas reporting
- New environmental KPIs set in 2021, with the commitment to reduce our global carbon emissions by 30% per head by the end of 2030



### Powering people potential SOCIAL

- Helped over 43,500 candidates and over 11,500 clients fulfil their unique potential in 2021
- Continued our five-year partnership with Global Angels supporting sustainable development in Tsavo, Kenya
- Raised £116,430 for local charities on Global Charity Day
- Providing our people with long-term careers, with 786 promotions (55% female) during the year and 288 leadership coaching and development sessions delivered



### Responsible business GOVERNANCE

- Appointed the Group's first Global Head of ED&I
- Appointment of Vercida Consulting as Group's ED&I global partner
- Completed global roll out of ED&I training programme to Managers and above following internal ED&I global survey
- Award-winning D&I advisory service and hiring toolkits to support client activity

◀ **Powering people and organisations to fulfil their unique potential** ▶

## ESG

# Timeline to 2030 - our commitments to act:

- We have committed to reducing our global carbon emissions by 30% per head by the end of 2030\*. Ambition of targets will be kept under constant review
- Appointed Sillion, a market leading ESG consultancy, as the Group's ESG strategic partner. Materiality assessment to be carried out in the first half of this year



### Reducing our carbon emissions

By the end of 2030, the Group aims to reduce our carbon emissions from business travel (cars, trains, flights) by 30% per head and to convert our vehicle fleet to electric, wherever possible.



### Choosing low-carbon energy

By the end of 2030, 75% of all electricity purchased by the Group will be sourced from energy providers who can guarantee that it comes from renewable or low-carbon sources.



### Minimising paper consumption

By the end of 2030, the Group will reduce paper consumption by 25% per head, actively promoting increased utilisation of digital alternatives across our global workforce.

*\*The Group's commitment to achieve a 30% reduction in carbon emissions per head by the end of 2030 will be measured using 2019 emissions as the baseline due to lower-than-average emission levels in 2020 during the global pandemic.*

## ESG Awards and Accreditations



BEST SUSTAINABILITY REPORTING  
**ESG Investing**  
Finalist: Awards 2021

We were named as a finalist in the **ESG Reporting Awards 2021** alongside major brands such as NatWest Group, RWE and Philip Morris International.



**REUTERS EVENTS™**  
**Responsible Business**  
**Awards 2021**

We were awarded Highly Commended in the global **Reuters Responsible Business Awards** Product or Service Innovation category.

**MSCI**  
ESG RATINGS



CCC B BB BBB A **AA** AAA

The Group achieved an AA rating in the **MSCI ESG Ratings assessment** which positions us as an ESG leader in our industry.



**FTSE4Good**

In 2021, the Group was once again listed as a constituent member of the **FTSE4Good** index for the thirteenth consecutive year.

## Developing our People

288

Leadership, coaching & training sessions delivered

74

Languages spoken by our employees

786

Internal promotions across the Group in 2021  
55% female

70

Nationalities represented across the Group

### Awards



청탁대응 사회공헌 캠페인



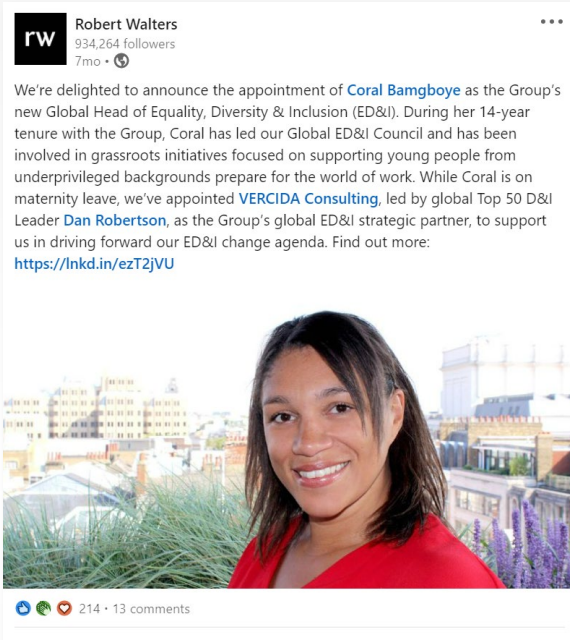
Breaking the Silence Award



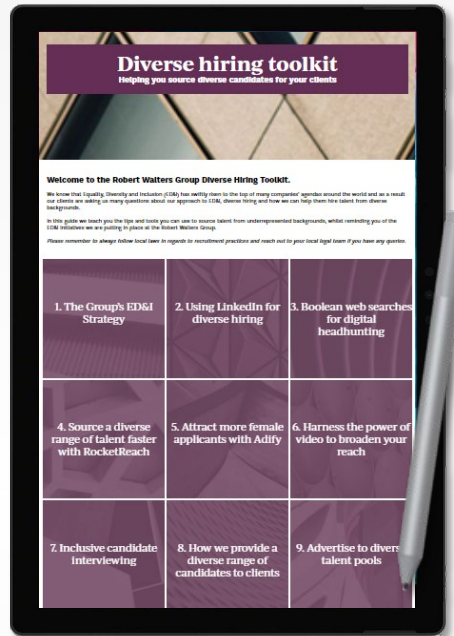
### Head of Learning & Development

We have appointed Louise Campbell as our new Head of Learning & Development to continue to ensure our training programmes are leading edge and a key differentiator

## Equality, Diversity & Inclusion



We announced the appointment of **Coral Bamgboye** as the Group's new **Global Head of Equality, Diversity & Inclusion (ED&I)**



We launched our internal online **Diverse Hiring Toolkit** to support our recruiters in delivering diverse candidate shortlists to our clients.

## Working in partnership to achieve our goals

In 2021, the Group appointed Vercida Consulting, leading inclusion management experts, as its global ED&I strategic partner, to support us in driving forward our ED&I change agenda. This year we delivered a number of key initiatives including:

- Inclusive leadership training programme for all Directors and above, including our Operating Board
- ED&I training for Managers rolled out as a key facet of the Group's Manager training programme
- Developing internal expertise through training and education
- Workshops for our global Talent Acquisition team - understanding how to be more inclusive when hiring potential talent into our own business, and exploring ways to overcome barriers like unconscious biases





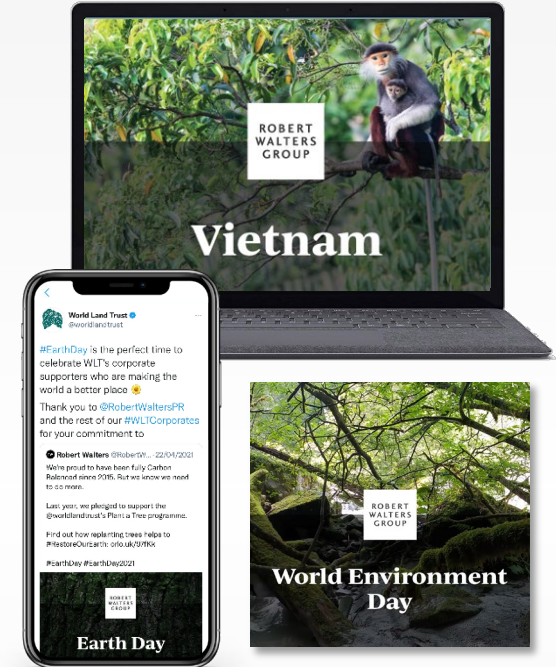
## Telling our ESG story



We partnered with She Codes to create the first-ever **International Women's Day Coding Challenge**, encouraging women to consider a career in coding.



Our three businesses shared content celebrating **LGBTQ+ Pride** and hosted a special client-focused webinar for Pride month.



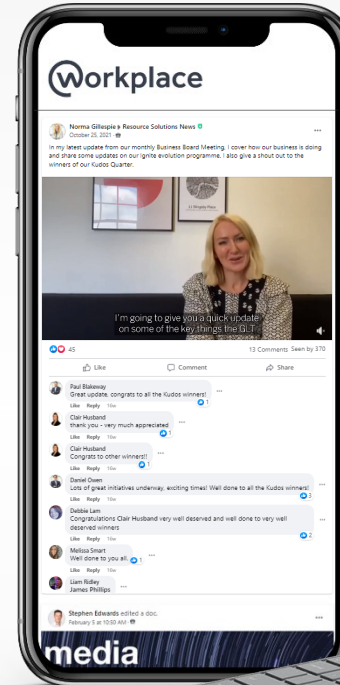
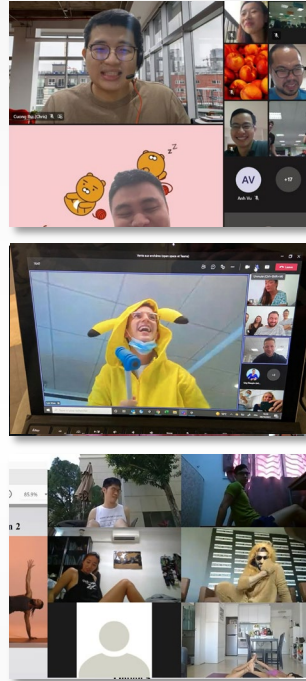
We leveraged key environmental awareness days to showcase our long-standing partnership with the **World Land Trust**.

## Protecting our culture and ensuring wellbeing through communication

# Communication – honest, transparent, two-way and real-time

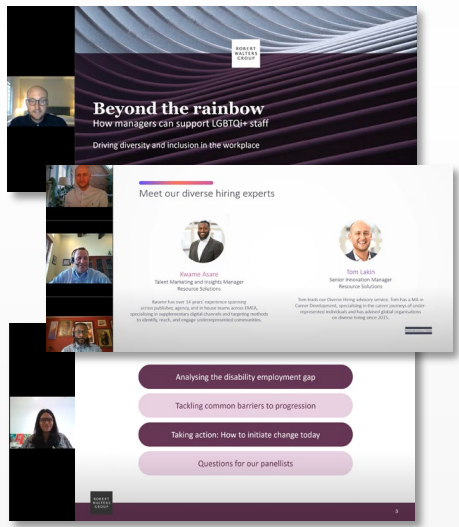
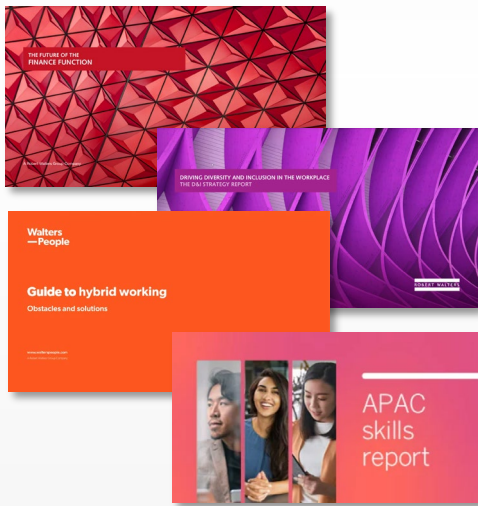
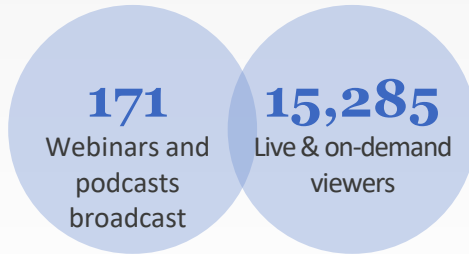
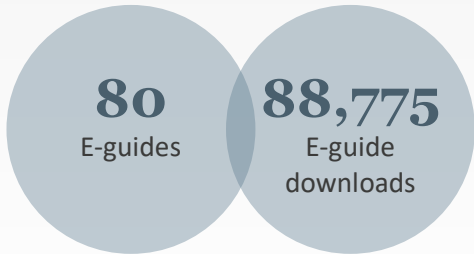
### Highlights

- Frequent all-hands video updates and Q&As across regions and functions
  - *Workplace from Meta in place globally since 2018*
- Global Employee Engagement survey launched
- Global Employee Assistance Programme in place to ensure staff wellbeing throughout the pandemic
- Regular digital business development and social activities to retain team spirit across teams, functions and geographies

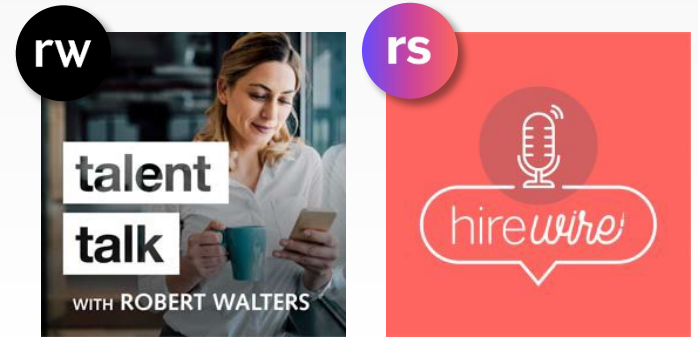


## Brand-building and market share

Providing value-added commentary, thought leadership, best practice guides, webinars, podcasts and digital events to keep key stakeholders informed on market and recruitment trends to help our candidates and clients navigate the 'new normal':



## Podcasts



## PR & Media Coverage



## Technology & Transformation

As a business with innovation embedded at its core, being at the cutting edge of technological change has paid dividends in terms of our readiness to face the continued and unique challenges presented to us whilst realising strong commercial benefits



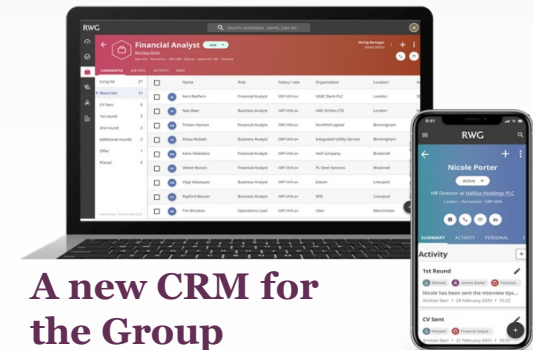
### Leveraging our Microsoft relationship to create the best customer relationship

- Building on our investments in mobile technology, we have implemented Unified Comms through **MS Teams** to ensure our consultants are always available to support our candidates and clients in a hybrid working environment
- All Group data centres have been migrated to **Microsoft Azure** cloud increasing security, agility and commercial benefit



### Enhanced data integration, business reporting and insights

- Further enhancement of our global instance of **Microsoft D365 Finance & Talent** offers simplicity and better consistency across our business
- We continue to leverage **Microsoft Power BI** to deliver meaningful business insights and MI to the Group as well as our clients
- A **Digital Integration Platform** has been established to ensure rapid and secure connectivity and data transfer between our own and our clients' systems



### A new CRM for the Group

- Custom solution to replace our existing CRM platform (Profile)
- Focus on user experience and simplicity
- Built to suit the way *our* consultants do business — putting people first
- Successful pilot in UAE has allowed the team to further develop key functionality to be integrated into further rollouts in 2022

# Innovation

## Recognised Thought Leaders

The ongoing success of Advisory services in H2 2021 resulted in numerous prestigious accolades including Reuters Responsible Business Awards judges identifying the “impressive innovation on diversity & inclusion”



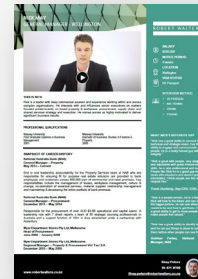
## Digital Engagement

With ever growing changes to how we communicate, our teams have responded by delivering bite-size media solutions for our consultants. They now effectively engage with both candidates and clients through the use of short video messages to consult and coach and further improve customer experience



## Innovation Accelerator: CV of the Future

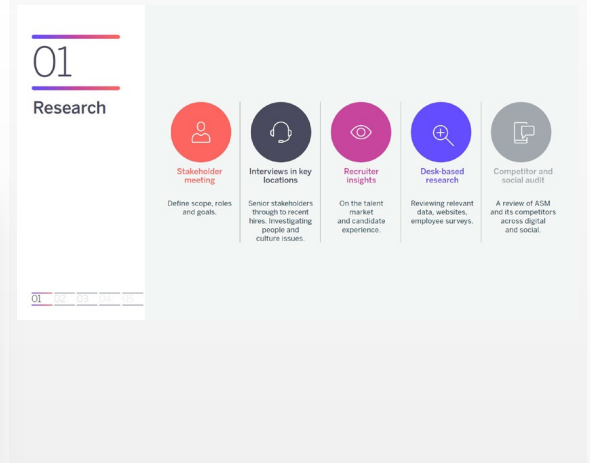
In 2021, the Group took the unique opportunity to purchase the source code of an innovative CV formatting and marketplace technology. Throughout 2022 we will be delivering the first digital designs across Europe & Asia Pacific which will decrease manual admin tasks and make our CVs stand out from the crowd



## Advisory Services Expansion

The planned expansion of our Advisory proposition resulted in a suite of pioneering solutions solving complex workforce and talent challenges

We’re building new Advisory solutions in ESG, HR Ethics, Employer Branding and Data Insights and Intelligence



## Corporate Responsibility

# Supporting the communities where we work



## Awards

# Our recent awards

**UK**

**SEA**

**Group**

**Resource Solutions**

**Middle East**

**France**

**Japan**

**South Korea**

*“The jobs market is strong, wage inflation is increasing everywhere and candidate and client confidence is high.*

*We are however mindful of the macro-economic and political uncertainties that do exist. To date, early 2022 trading is in line with Board expectations.”*