

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 29 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 nearly 27% 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.

Ingrid Armstead, Group HR Director

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



INGRID ARMSTEAD

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

Ingrid Armstead, Group HR Director gives us her insight.

PLAY VIDEO





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 second 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.

Ingrid Armstead has worked at Robert Walters for the past seventeen years and as the business has grown so has her career. She's now Group HR Director with overall responsibility for our people and recruitment strategy.



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 & COO videocasts keep staff involved about our global performance and regular team events keep everyone motivated.

COMMUNICATION AND INVOLVEMENT

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

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

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

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

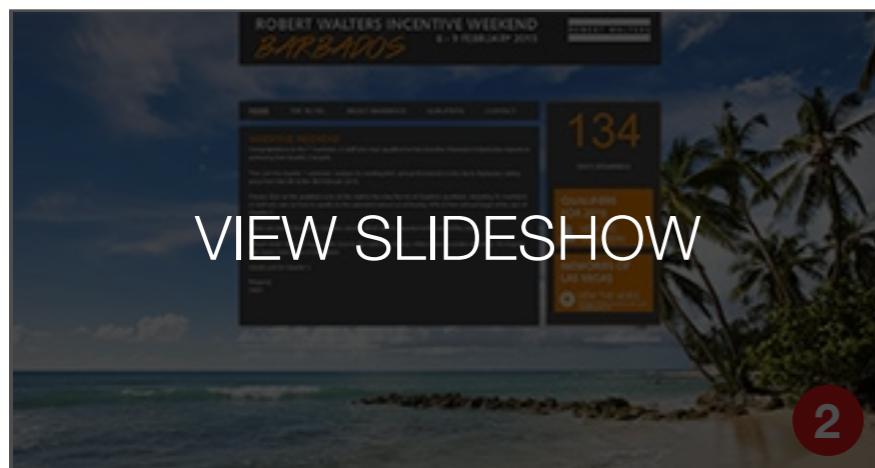


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I think the best thing about Robert Walters is the people, so from the perspective of my colleagues, they're all very knowledgeable, they're also really fun and you learn a lot from everyone around you. It's definitely the people factor that's the best thing.

Niamh Hourican, Recruitment Consultant, UK.

KEEPING STAFF INVOLVED



1. VIDEOCASTS TO ALL STAFF

Robert Walters, CEO and Giles Daubeney, COO 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.

11
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

Group HR Director, **Ingrid Armstead**, talks about our approach to training



Resource Solutions CEO, **Olly Harris** talks about how we develop people





“

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.

E

ight 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.

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 a director within the Singapore business.



“

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.

PLAY VIDEO



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 four years ago.

DEVELOPING PEOPLE FOR THE LONG-TERM



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 53 businesses overseas - providing valuable international exposure.

Ingrid Armstead talks about international mobility.



100
STAFF

Moved internationally
in the last 4 years



“

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

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

PLAY VIDEO



INTERNATIONAL MOBILITY | Select an image

DIVERSITY

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

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

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

CLEAR ASSURED RECOGNITION

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

The Robert Walters Group signed up to undertake the Clear Assured assessment (Journey) in October 2013.



Our French business is a founding member of A Compétence 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. In 2014, the Paris office hosted a press conference with ACE to present the results of a survey on discrimination regarding senior and junior level hiring.

11
YEARS

Average tenure of
senior management

GLOBAL STATS

62% women **38%** men

71 Nationalities

47 Languages spoken fluently

FOCUS ON FRANCE

56% women **44%** men

Amongst managers:

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

11 different nationalities:

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

DIVERSITY

PARTNERING WITH OUT-STANDING.ORG



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

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



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

Ingrid Armstead, Group HR Director



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





GILES DAUBENEY

“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.”

Giles Daubeney, COO



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 was also about linking us with a team whose existence is based on excellence and professionalism. So those 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.

“

Investor roadshow recruitment has been a key focus for Kepler Cheuvreux as we looked to grow the team. We were extremely impressed with how the Robert Walters team understood us as a client with our unique needs and niche requirements and how they were able to provide us with a number of strong relevant candidates for both positions. We wouldn't hesitate to use them again for any future recruitment needs.

Marie Lioult, Head of Access Coordination, UK

KEPLER CHEUVREUX IS A LEADING INDEPENDENT EUROPEAN FINANCIAL SERVICES COMPANY, SPECIALISING IN ADVISORY SERVICES AND INTERMEDIATION TO THE INVESTMENT MANAGEMENT INDUSTRY.

W

ith its head office in Paris, our client was looking for two high calibre investor roadshow specialists to join its London team.

OUR APPROACH

We built a new relationship with Kepler Cheuvreux by demonstrating our specialist knowledge of the investor roadshow area - taking time to discuss similar assignments and getting to know the culture of the business.

Agreeing a detailed hiring strategy was critical in this niche area as candidates not only needed great stakeholder management skills and the right personality fit, but a mix of specialist finance knowledge (including deal/ non deal and fixed income versus equity experience).

FOCUS ON CULTURE FIT

Our consultants have a strong track record of sourcing roadshow candidates across financial services enabling the team to submit a refined shortlist of the right calibre people. Each candidate had been met in person and assessed to ensure that all important culture and people fit as well as having the right skills for the job.

EVERY CLIENT IS DIFFERENT. EVERY HIRING PROCESS IS BESPOKE.



“

The Resource Solutions team was there for us from the outset – always very helpful and readily on hand. You need that level of service and commitment to make things happen and it continues to give a very good impression of the company. Through that, my trust in Resource Solutions started to grow, which is key to maintaining a beneficial working partnership.

Amor C. Villalon, Regional VP of Human Resources at Fujitsu ASEAN

FUJITSU IS THE LEADING JAPANESE INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) COMPANY OFFERING A FULL RANGE OF TECHNOLOGY PRODUCTS, SOLUTIONS AND SERVICES.



Amor C. Villalon

In May 2013, Fujitsu chose to partner with Resource Solutions to supply a comprehensive recruitment process outsourcing (RPO) solution to recruit 200 IT technology professionals at their site in Singapore.

THE CHALLENGE

“At the time we kicked off the search for an RPO partner, we were highly challenged in the area of recruitment and were looking to improve on the situation,” says Amor. “We had very high attrition rates - people were leaving and we couldn’t fill their positions fast enough. We were sourcing from multiple suppliers, we didn’t have a standard rate with agencies or a standard sourcing framework in place and costs were escalating as a result. Time to hire was also very high – it was taking us months to secure talent. In addition to this, we were tracking the recruitment process manually – having no access to any applicant tracking system (ATS) or recruitment technology – and this just didn’t support the dynamic nature of our business.”

WHAT WE ACHIEVED FOR FUJITSU

We established four on-site recruiters with IT sector experience at Fujitsu’s Singapore office. They were responsible for working in partnership with Fujitsu’s HR and hiring managers to deliver the recruitment process



COMMUNITIES AND CULTURE

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

04



COMMITMENT TO CHARITY & COMMUNITIES

Commitment to local charities and communities continued with a wide-range of activities taking place across the world. During the last three years we've raised over £150,000 for charities.

Staff in every country participated in our second annual Global Charity Day on Friday 11 October 2013, raising £40,000 through a winning display of initiative and creativity. A 'stroke for stroke' row-athon in the UK raised much needed funds for the Stroke Association, the San Francisco team gave their time to Larkin Street Youth Volunteering and 28 members of the Paris business completed the '20 Kilomètres de Paris'.



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



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

RUNNING FOR A GOOD CAUSE

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

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

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



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

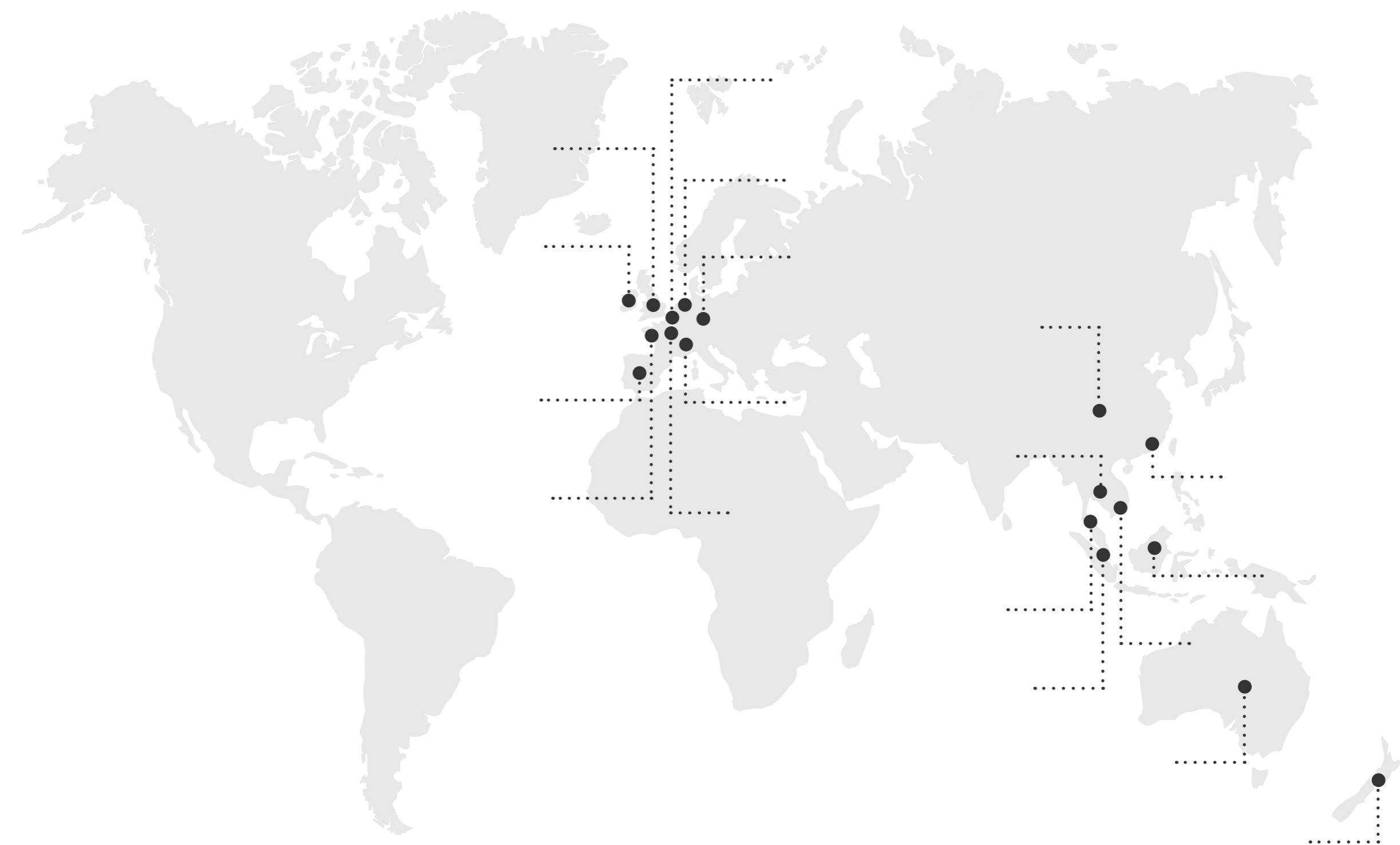
Since 2005, our Australian business has been a major supporter of the North Bondi Surf Life Saving Club – the oldest life saving institution in Australia. Our contributions enabled the club to purchase state-of-the-art life saving equipment, to help continue to protect all those who enjoy the beach.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

THE BEST START FOR EVERY CHILD

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

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

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



Commitment to local charities and communities continued with a wide-range of activities taking place across the world. During the last three years we've raised over £150,000 for charities.



£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.

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.





THE POWER OF ONE

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





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

Although our impact on the environment is minimal as an office based organisation, we're working towards becoming a carbon balanced business. That means we're investing in projects that offset emissions through reforestation initiatives.

05





WORKING TOWARDS A CARBON BALANCED BUSINESS

We're committed to reducing our carbon footprint.
In 2015 the whole of Robert Walters' UK operations
will be carbon neutralised.



THE WOODLAND TRUST



Our new partnership with the Woodland Trust, utilises a ‘carbon removal scheme’ to create new woodlands. These woodlands also provide a wide range of ecosystem services such as mitigation of surface water flooding, pollution control and establishing shade and shelter with additional biodiversity benefits. The Woodlands Carbon scheme is publicly registered and subject to independent verification by the Forestry Commission. During 2015 we will create 13 acres of native woodland in the UK which will absorb 2,012 tonnes of carbon dioxide.

We also offset in a similar way in some of our European and Asia Pacific businesses and we’re working to do more.

ENVIRONMENTAL MANAGEMENT

Our London, Amsterdam and Paris businesses have successfully achieved ISO14001 accreditation, the International Standard for Environmental Management. Throughout 2013 and 2014, 26% of the Group’s employees worldwide were operating in locations which are covered by the ISO14001 certification. Our best practice environmental management policy will be 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 registration 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



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ROBERT WALTERS