

**ROBERT WALTERS GROUP**  
SPECIALIST PROFESSIONAL RECRUITMENT

ROBERT WALTERS

# WELCOME TO ROBERT WALTERS

## Overview

# 31

WE'VE BEEN SUCCESSFULLY  
RECRUITING FOR THE WORLD'S  
LEADING COMPANIES FOR OVER  
31 YEARS

**Robert Walters Plc is a global specialist professional recruitment consultancy and recruitment outsourcing business.**



professionals and we are trusted to help build the careers of the world's leading executives, job move after job move.

It's a success story we're proud of and one that's built on the strength and passion of our people. As the business continues to expand, we operate with the same commitment to service and quality.

"Our story begins in 1985 when the Group opened its first office in central London. Since then we have developed into a global business, and now operate in a diverse range of markets worldwide.

Every candidate is treated as an individual with a focus on advising and consulting. It means we continually have the best candidates on the market to offer our clients."

For over 31 years, businesses across the globe have relied on us to find the very best specialist

**Robert Walters, CEO,  
Robert Walters Plc**

“ Integrity is key. By building trusted relationships we continually have the best specialist candidates to offer our clients.

Robert Walters, CEO, Robert Walters Plc

”

# MARKET LEADING, GLOBAL BRAND

## Our mission

**Our goal is to be the world's leading recruitment specialist with a clear differentiation based on the quality of our service.**

To achieve this we operate a team-based profit share system which, we believe, sets us apart from the vast majority of competitors in the marketplace. This team-focused ethos and our commitment to quality and integrity are values that run through the heart of the business.

We provide a bespoke consultative service to our clients, from the largest corporates, through to SME's and start-ups. Hiring managers worldwide rely on our expertise to find the very best specialist professionals.

# 3200

OVER 3200 EMPLOYEES OFFERING GREAT SERVICE TO CLIENTS WORLDWIDE

## Our brands:

### Robert Walters

Specialist professional recruitment

Robert Walters is a specialist professional recruitment consultancy. We focus on sourcing those in early career stages through to C suite level appointments. We recruit permanent, contract and interim professionals across the world.

### Resource Solutions

Recruitment process outsourcing

Resource Solutions, a division of Robert Walters Plc, is a market-leading international recruitment outsourcing brand. We can manage part or all of your recruitment process, helping clients to improve hiring quality whilst reducing cost per hire.

### Walters People

European clerical recruitment

Walters People specialises in temporary/contract and junior permanent recruitment across France, Belgium, the Netherlands and Spain, focusing on financial and business support positions.

## Core disciplines

We recruit specialists for our clients across most professional disciplines. Whilst these are our core recruitment disciplines, we also cater for our clients' local recruitment market needs by specialising in new and emerging areas. In our established businesses we further specialise within each discipline and develop industry specialists in each area as businesses grow. Our consultants are experts, the majority having industry experience in the disciplines they recruit.

Accounting & Finance

Banking & Financial Services

Engineering

Human Resources

Information Technology

Legal

Sales

Marketing

Supply Chain & Procurement

# 69%

OF OUR BUSINESS IS FOCUSED ON PERMANENT RECRUITMENT, 31% ON CONTRACT

“ I would not hesitate to recommend Robert Walters. They always deliver and their high-calibre candidates never disappoint. I feel Robert Walters is different from other recruiters – they genuinely care about both their clients and candidates.

Lisa Bovis, HR Director, Müller International

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# BUILDING LONG-TERM RELATIONSHIPS

## Our strategy

**The Group's strategy for growth is centred on organic international expansion and discipline diversification, ensuring we can meet the needs of clients in mature and developing markets.**

Our focus is on building a sustainable business strategy that is all about the development of long-term and high-quality relationships with our clients and candidates.

We consult and advise, helping our candidates make the right career move, rather than just finding them a 'stop-gap' next role. This builds trust and loyalty and ensures our candidates become our clients.

# 28

WE OPERATE IN 28 COUNTRIES ACROSS EUROPE, MIDDLE EAST, THE AMERICAS, ASIA & AUSTRALASIA

## Our strategic priorities:

### International expansion

We drive growth into new geographic locations to better serve our clients' needs. Growth is predominantly organic with the Group having made only three market-entry acquisitions in its 31 year history.

This approach preserves our culture and high service levels to clients. Growth is focused on the long-term and offers our staff an exciting career path to grow the business in new territories.

### Discipline diversification

Driving expansion through building scale in existing areas of recruitment and by launching new disciplines. Our key to success is focusing on niche areas, building a reputation for high quality service.

We are always looking to help our clients recruit in new areas but we take a step by step approach to ensure we maintain our culture and quality ethos. Building a candidate base in new markets is crucial so that we can deliver on our promises.

## Our foundations:

### 01 Non-commission team profit

- Our recruiters don't receive individual commission
- Team-based profit share promotes high quality service
- No candidate ownership – candidates marketed to the right clients

### 02 People & culture

- Home-grown senior management team
- We promote international, long-term careers
- Career progression based on performance

### 03 Commitment to quality

- Long-term relationships with clients & candidates
- We focus on service levels and satisfaction
- Relationships built on integrity & professionalism

### 04 Innovation

- Entrepreneurial culture
- First recruiter to launch an outsourcing arm
- Industry first sponsorships and brand development

### 05 Specialists

- Teams specialise within discipline
- Industry specialists within each discipline
- Specialist consultants recruit specialist professionals

### 06 Long-term outlook

- Organic growth strategy
- Invest in new territories for the long-term
- Maintain our presence, even in tough times

3

WE'RE A TOP 3 MOST SOCIALLY  
ENGAGED RECRUITER ON LINKEDIN

## DELIVERING GREAT SERVICE

### The client's perspective - Tarmac

**Tarmac is a leading sustainable building materials group.**

Tarmac approached us to recruit for several senior interim roles, with varying skill-sets, to work on a large data and infrastructure transition project as a result of the merger between Lafarge and Tarmac.

# 100

WE WORK WITH THE MAJORITY OF  
THE FTSE 100 AND FORTUNE 500  
COMPANIES

### Tarmac case study

#### The background

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. Lee Beech, the hiring manager comments: "We have worked with Robert Walters for several years and recently engaged them to act as our recruitment partner for this large project."

#### Our bespoke approach

Following an initial briefing, the full project scope was discussed, consultative advice given and strict deadlines were agreed.

Having previously worked with Tarmac on senior projects our consultants had extensive knowledge of the sorts of IT professionals working on the newest technologies needed to complete the project. Using this knowledge to headhunt, coupled

with utilising our renowned global database, the most talented and qualified candidates were sourced to interview. Lee says "Robert Walters took the time to understand our business needs and provided invaluable input throughout the process."

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

#### Results

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

“

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

Lee Beech, Operations Manager, Tarmac

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## DELIVERING GREAT SERVICE

### The client's perspective - Columbia Threadneedle

Columbia Threadneedle is a leading global asset management group that offers a broad range of actively managed investment strategies and solutions covering global, regional and domestic markets and asset classes.

Columbia Threadneedle chose to partner with Resource Solutions to supply a recruitment outsourcing solution.

### Columbia Threadneedle case study

#### The challenge

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

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

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

Will comments that our solution hinged on establishing robust underlying systems. "There were pockets of excellence in

some parts of the business. But I wanted to see watertight success throughout. This meant strengthening controls to minimise risk and ensuring fair and just hiring decisions were made, improving documentation and developing the competency-based interviewing skills of hiring managers."

#### Proactive approach to challenges

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

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

#### Commitment to service quality

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

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

Will Roberts, Head of Talent, Columbia Threadneedle ”

## GLOBAL REACH, LOCAL EXPERTISE

The Group's international network of offices spans 28 countries and enables us to meet the demands of clients and candidates whose needs extend beyond local markets, whilst our strong local foundations give us unique insight into local industry and culture.



Thanks to Robert Walters, we have made several successful hires across various functions within our business, and it is a partnership we are very keen to further develop moving forwards.

Dhruv Jain, Co-founder/CEO, OpsClarity, San Francisco



We worked closely with Robert Walters in the restructuring of critical departments within our company. During the selection process we received excellent service and were always kept in the loop. They were able to present to us varied professionals that fit our needs, and were integral to our successful restructuring.

Leonildo Colombo Neto, Financial Manager, Industria Colombo, Brazil



You absolutely outperformed any of the other recruiters I have been dealing with. Without question, you'll also be the first name on my contact list when I look to move on.

Adam Leahy, Financial Controller, Oracle, Ireland



Robert Walters has placed a number of finance professionals with us, developing a good understanding of our business needs, culture and talent profile.

Sue Mir, EMEA Business Analysis Director, Kimberly-Clark, UK



We have been working in partnership with Robert Walters for the past eight years on all our employment needs and we have no hesitation recommending their specialist skills to other parties.

Tricia Duran, HR Director, Unilever, Singapore



I've been impressed with the service received by Robert Walters. They listened to our needs and managed to balance accommodating what we wanted with their obvious experience in the recruitment process.

Matt Earle, Regional Director ASEAN, First 4 Farming, Australia

# 69%

OF THE BUSINESS OUTSIDE THE UK

# £500k

ALMOST £500K RAISED FOR CHARITY IN THE LAST FIVE YEARS

# 150

RECENT INTERNATIONAL STAFF MOVES

# 28

WE OPERATE IN 28 COUNTRIES ACROSS SIX CONTINENTS



## DELIVERING GREAT SERVICE

People & Culture

# 13

AVERAGE TENURE OF OUR SENIOR  
MANAGEMENT TEAM IS OVER 13  
YEARS

**Our culture and approach to developing our people is about building a sustainable business for the long-term. That's why we believe in building lasting careers, fostering home-grown management and providing opportunities for international mobility within the Group.**

From our best in class training to our non-commission model, teamwork is at the heart of everything we do. It's how we continue to deliver outstanding service levels to our clients and candidates.

### Key principles

#### Home-grown management

We've always focused on retaining our best people - the average tenure of our senior team is 13 years. We believe that people passionate about our business will be dedicated to helping grow your organisation too.

#### Team profit share

Our specialist recruiters don't receive individual sales commission but instead are rewarded on a team profit share basis. This is a different approach to the vast majority of our competitors and promotes a positive working culture, ensuring our clients and candidates come first.

#### International mobility

Successful staff 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 management have been with us since joining as consultants – you can be assured of talking to experts.

#### Organic growth

By focusing on long-term international careers we are able to successfully embed our culture in new territories. So, wherever you are in the world you can be assured of a high quality, consistent service.

“

We were very pleased with the service provided by Robert Walters for both permanent and temporary hiring. The team sourced a good number of shortlisted candidates, ensuring we hired good quality professionals who were technically strong and a good cultural fit. I would use them again.

Marcus Thomas, Head of Finance,  
Land Securities

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## DELIVERING GREAT SERVICE

### People & Culture

**Robert Walters' consultants have drive, energy and commitment. We hire the best and are known for the quality of our training so you can be assured of talking to an expert in your specialist area.**

We are good at identifying the future leaders of the business and that allows us to offer a consistent service over many years to our clients.

# 78

DIFFERENT NATIONALITIES  
REPRESENTED ACROSS OUR  
BUSINESS

### What our people say



It's our people who make the difference. Thinking back to the 2011 floods we had to close the business for three weeks, yet we had our best year – our consultants wouldn't give up and sheer grit and determination won through. The Group's focus on long-term careers is key.

The tenure in my senior team (12 years, 8 years and 6 years) allows us to drive the culture and values in the business. Being a partner with our clients, not just a provider, has brought both myself and the team success and rewarding, long-term careers.

**Sinead Hourigan, Director, Brisbane**



The Group's team-based focus and the quality of our people is critical to delivering great service to clients. Each individual consultant is respected and has a breadth of knowledge across their markets. Our local management team has 30 years of collective Robert Walters experience.

In addition to our local hires, we have benefited from international movers from the Group's Tokyo, Sydney, Shanghai and Paris teams and that level of internationalism gives our clients a unique perspective.

**Simon Bromwell, Managing Director, San Francisco**



To have such a group of like-minded individuals, who are all dedicated, who are all hard-working, who are all driven to succeed really makes the day-to-day work environment enjoyable. It's not a surprise that they work hard through the week and then on a Friday actually want to go for a beer together to catch up on their week.

It says a lot about the culture of the business and fun is a really big part of that. It's the foundation of everything we do and it's what allows us to offer a great service to our clients.

**Oliver Harris, CEO, Resource Solutions, a division of Robert Walters Plc**

## STRENGTHENING RELATIONSHIPS Innovation

**Innovation is central to our strategy, providing unique ways to strengthen relationships with clients and candidates.**

It reinforces our quality-focused brand positioning as thought leaders and is one of the reasons why clients value an ongoing relationship with us.

We're proud of what we've achieved so far but we're always moving forwards so we can offer great reasons for you to keep in touch with us.

# 315k

DOWNLOADS - SALARY CHECKER APP

## Industry leaders

We were the first recruitment consultancy to launch a Global Salary Survey and the first to launch a recruitment outsourcing division in Resource Solutions. We also produce in-depth market research on key recruitment topics with our compensation and bonus surveys, while our European and Asian Job Indices track advertising volumes, providing our clients and candidates with vital insights into the job market.

Our thought leadership has contributed to many award wins over the last few years. As has our overall approach to innovation, with recent wins for Resource Solutions' proprietary technology at the HRM Reader's Choice Awards and for Robert Walters' Malaysian team, who swept the board (five wins) at the HR Asia Recruitment Awards.



# 18

EDITIONS - GLOBAL SALARY SURVEY

# INNOVATION IN ACTION

## Recruitment industry thought leaders

From a portfolio of industry white papers, taking an in-depth look at key recruitment trends and talent management issues impacting employers today, to digital innovations with our Manga Interview app, we're leading industry commentators.

Every staff member is also responsible for innovation, from suggestions using employee engagement platforms to the entrepreneurial spirit that's needed to develop new business and new ways to serve clients' needs.



# 3

CORE PRINCIPLES:  
INNOVATION | INTEGRITY | QUALITY

### Industry commentary

Leading recruitment commentator across national TV, radio and online

Our staff are experts in their field and are regular commentators on a range of topics from job market insights to discussing salary and hiring trends at a macro and sector level. Here's just a selection:



CNBC, Jobs & the City, UK



Bloomberg, Returning Malaysians



CNBC, Digital Upselling, Singapore



Arirang TV Business Daily, Jobs Market, Korea



BFM Business, The Recruitment Process, France



Kanaal Z, European Recruitment Market, Belgium



Channel 5 News, Talent Retention, Singapore



Sky News, Recruitment Market Outlook, Australia

## STRENGTHENING RELATIONSHIPS Innovation

### App innovations

We were the first recruitment consultancy to create a salary checker app

The Group has a range of mobile apps and publications which we regularly update. The Salary Checker, updated annually, is available on iTunes and Google Play and has received 315,000 downloads, an average of 63,000 a year. It's regularly been top of the business app charts.



### New websites

Industry leading responsive sites

Developments to our global websites have served to modernise, streamline and simplify the recruitment process for candidates and clients. Our new job search functionality works in a similar way to Google, giving jobseekers a better experience.



### Thought leadership

Our industry thought leadership gives our clients and candidates unique insight

Throughout the year we produce regular recruitment market reports on key recruitment topics, including: gender; diversity and leadership; attracting and retaining Millennials; and recruiting in a candidate short market.

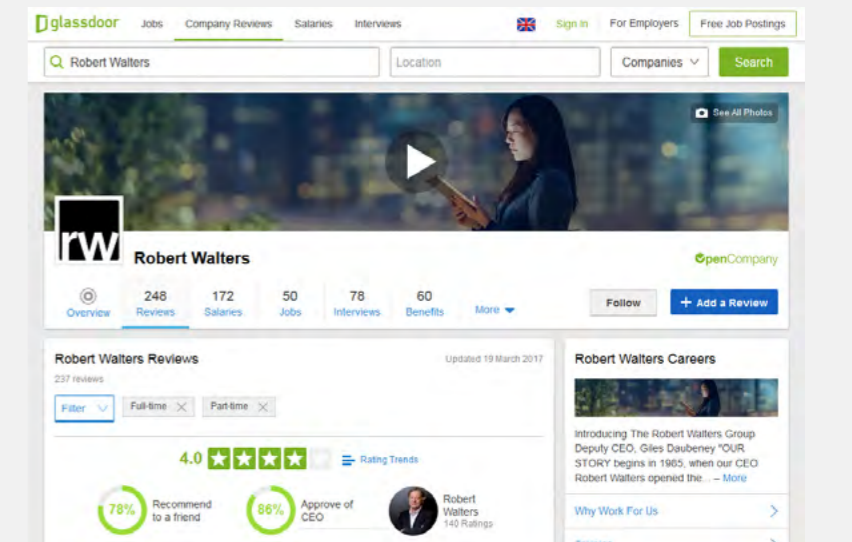


### Glassdoor

We're a Glassdoor 'OpenCompany'

The OpenCompany programme recognises companies that embrace transparency and actively engage with jobseekers.

We encourage our employees to take part in the conversation and are committed to attracting and retaining top talent.



### Global Salary Survey

The world's only Global Salary Survey

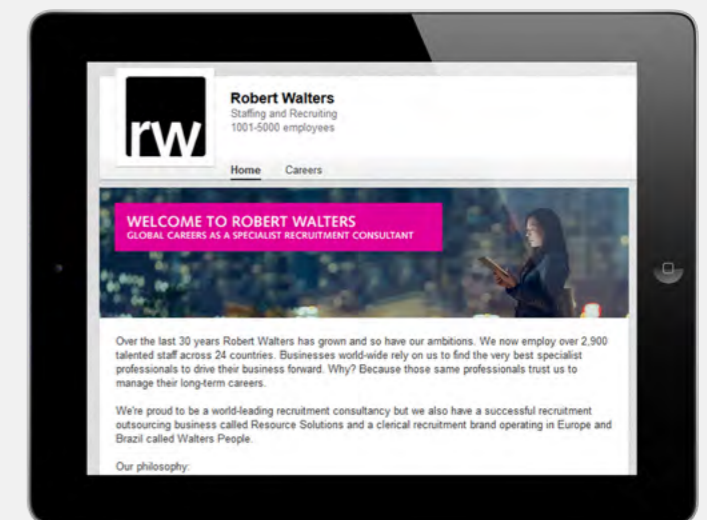
We were the first recruitment consultancy to launch a Global Salary Survey: a comprehensive 400-page guide to salaries and contract rates around the world. The first edition was released in 2000 and the book is now in its 18th year – recognised as the de facto barometer of salary levels.



### Social media

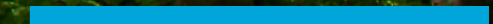
We've achieved a top 3 place in LinkedIn's most socially engaged recruiters

Achieving a top 3 placing in LinkedIn's most socially engaged recruiters is testament to our content-based strategy which focuses on sharing quality content with our followers.



100%

OF OUR GROUP OPERATIONS ARE  
CARBON NEUTRAL



## SUSTAINABILITY

### Our social purpose

#### **Building a sustainable approach to business is at the heart of the Robert Walters culture.**

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 clients for the long term. Our people stayed with us, developing lasting careers. 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, it'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. It means social responsibility isn't an afterthought, it's part of what we do.

ROBERT WALTERS

specialist professional recruitment

SURF  
RESCUE

#### **Our four sustainability cornerstones:**

##### **People**

##### **Clients & Candidates Communities & Charity Environment**

##### **People**

Our approach to sustainability begins with our people. By creating a fulfilling environment for our people to work in we have developed a genuinely passionate group of people who want to look after our candidates and clients for the long term.

Our people are passionate about the business and we encourage teamwork in everything we do - including our community and charity initiatives.

##### **Communities & charity**

Whether it's back to work interview skills for the long-term unemployed, or working together as a team to make a child's dream come true, we focus on getting involved in charities that affect the local communities in which we're based. It means social responsibility isn't an afterthought, it's part of our values.

For example, our Irish business work in conjunction with Jobcare, a charity committed to working with people caught in the trap of unemployment and our Australian consultants support Wear for Success, a charity helping job seekers with work appropriate clothing.

##### **Clients & candidates**

We have always focused on building long-term relationships and retaining our clients and candidates for the long term. Taking the time to deliver a high level of service means clients use us again and candidates trust us to manage their careers.

By doing things the right way those same candidates become our clients, which in turn leads to reinvestment in the future of our business. Building strong relationships with our clients and candidates is a key part of our sustainable business strategy.

##### **Environment**

Although our impact on the environment is minimal as an office-based organisation, we are fully carbon balanced across our Group operations. We are off-setting through the World Land Trust's Carbon Balanced programme and the UK's Woodland Trust.

Through partnerships with organisations such as The Woodland Trust and World Land Trust we're supporting the creation of new woodlands. We've also retained our FTSE4Good status since 2008, a recognition that our policies and management systems enable us to address key corporate social responsibility risks.

## SUSTAINABILITY Global Charity Activity



David Swan, MD Japan  
David helps the team raise funds for Bridge for a Smile



Germany  
Stephan Bart and Sisi Chen raise money for Cap Anamur



London  
Nick Hodgson cycling for eight hours straight to raise money for Macmillan Cancer Support



Singapore  
Raising money for a local charitable hospital



Hong Kong  
Hong Kong's consultants battle it out to raise funds for Tour-Aid on Global Charity Day



North Bondi Surf Life Saving Club  
We've sponsored the oldest surf rescue in Australia since 2005



Louise Campbell, MD Ireland  
Louise and the team raise funds for Jobcare, helping the unemployed get back to work



Tokyo  
The Japan team collect donations for the Special Olympics: one consultant loans her dog to teammates



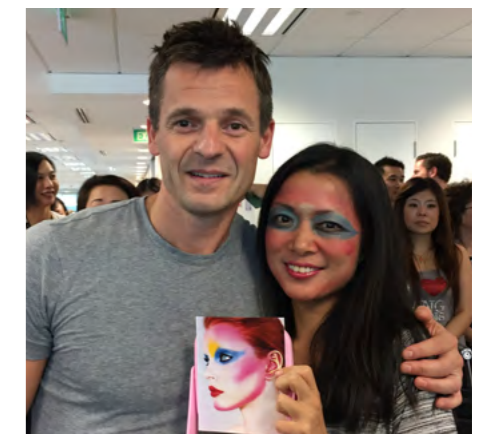
Steven Schofield raises money for Youngcare  
Our Australian charity partner, Youngcare, helps young Australians out of aged care



UK systems team  
The team make a Braai for their colleagues to raise money for Macmillan Cancer Support



Cameron McAllister takes aim  
Global Charity Day in the Tokyo office: a range of competitions raise money for local good causes



Toby Fowlston, MD, SE Asia and Wendy Heng  
Toby becomes the team's make up artist for the day



## PARTNERSHIPS & AWARDS

Industry leaders

### Sponsorships

**We sponsor and support a range of diverse partners: from international sporting brands to art galleries and not-for-profit institutions worldwide.**

Our landmark sponsorship of The British & Irish Lions Tour to Hong Kong and Australia in 2013 was an industry first. We have chosen to build on this sponsorship and are very proud to be an official Lions sponsor for their 2017 Tour to New Zealand. Our partnership with one of the world's most iconic brands matches our own values of professionalism, integrity and teamwork.

Our sponsorship of Japan's national rugby team builds upon our successful partnership with The Lions and we're proud to support both established and emerging rugby nations. Japan is a growing force in international rugby and has been selected as the host nation for the 2019 Rugby World Cup.

Corporate sponsorship of institutions like the Saatchi Gallery and the Victoria & Albert Museum in London allows us to create bespoke events, private viewings and artist-led gallery tours that aim to offer you a different perspective.



### Recent Awards



France: Great Place to Work



Singapore: Asia Pacific Awards  
Best Large Recruitment Business



UK: JobCrowd Awards  
Top 100 Companies for Graduates to Work for



Malaysia: HR Asia Recruitment Awards

- Recruitment Agency of the Year
- Best Recruitment Consultant of the Year: Kimberlyn Lu
- Best Client Service
- Best Candidate Experience
- Asia Recruitment Grand Winner



Japan: Recruiter International Asia Awards

- The International Recruitment Company of the Year
- Best Back Office Marketing Team



Top 3 LinkedIn Recruitment Brand

In 2016 we were proud to be named one of the most engaging brands on LinkedIn worldwide.

# A HISTORY OF GROWTH

Global expansion



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INDIA  
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IRELAND  
JAPAN  
LUXEMBOURG  
MALAYSIA  
NETHERLANDS  
NEW ZEALAND  
PHILIPPINES  
PORTUGAL  
SINGAPORE  
SOUTH AFRICA  
SOUTH KOREA  
SPAIN  
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VIETNAM