



Corporate Citizenship Report

2020

rh Robert Half®



Table of Contents

3	Introduction	26	Diversity, Equity and Inclusion (DEI)	48	Supplier Engagement
11	Governance	34	Our Communities	50	ESG Metrics (SASB Table)
13	Our Workforce	44	Our Environment		

Scope of the Report

This biennial report presents the progress our company made globally toward our corporate citizenship and ESG objectives during fiscal years 2019 and 2020. Robert Half's fiscal year is the calendar year.

Throughout this report, the name "Robert Half" or "company" refers generally to our entire company, including Protiviti. In many cases where program differences exist, we identify whether these programs involve Protiviti or our talent solutions and/or corporate services professionals.

Though we touch on key topics related to our corporate governance, this report mainly focuses on our employee, community and environmental programs. For details on our business model, financial performance and corporate governance practices, please see our [2020 Annual Report](#) and [2021 Definitive 14A Proxy Statement](#).

Introduction

From Our CEO



M. Keith Waddell
*President and Chief
Executive Officer*

We are living in a time of extraordinary circumstances. The shared experience of the global COVID-19 pandemic has impacted all of us in ways we could never have imagined. We have been reawakened to long-standing social injustices and inequalities, and we know that environmental sustainability and action is integral to the health of our people and our planet.

During these times, I'm proud that Robert Half and our employees have demonstrated an inspiring determination to serve. Our resolve to deliver on our environmental, social and governance (ESG)

priorities, including the promotion of diverse backgrounds, perspectives and experiences throughout the company, has remained constant through our commitment to two things: our people and our values.

At the pandemic's outset, we prioritized the health and safety of our employees by transitioning to remote work quickly and effectively, made possible through previous technology investments. Rapidly adapting to the change, our people continued to serve the business and our clients and candidates with distinction.

Doing the right thing has always been at the foundation of our company's values, with ethics and integrity serving as the moral compass for everything we do.

We also strive to be socially responsible corporate citizens and active participants in our communities, whether we're volunteering our time or donating to deserving causes. Equally important, we strive to treat each other with respect and embrace diversity, equity and inclusion (DEI). Our employee-created Employee Network Groups (ENGs) focus on traditionally underrepresented populations and bring together colleagues to help them better understand and engage with each other. The expansion of our ENGs and their influence, impact and reach throughout our organization have been exciting to see.

Our commitment to people extends to our role as a service organization. Our services have the potential to directly improve people's lives. With unparalleled expertise, we help individuals find meaningful and satisfying careers, while providing clients access to the specialized talent and deep subject-matter expertise they need to confidently compete in a dynamic world. This commitment was renewed during the pandemic, as we helped put people to work by equipping our contract talent with laptops and other

devices to allow them to work remotely and safely, which also helped our clients be more resilient through challenging economic times.

Our 2020 Corporate Citizenship Report showcases our progress on key initiatives that address the challenges we face as a business and as part of the global community. Bolstered by the strength of our people, our brands, our technology and our business model, we are pleased to share this update with you.

Some of the accomplishments I'm most proud of:

- Robert Half and Protiviti were each recognized as one of the “100 Best Companies to Work For®” in the U.S. by the leading global workplace culture authority Great Place to Work® in partnership with FORTUNE.
- In response to the pandemic, we underscored our commitment to putting people first. Our employees were given the unilateral right to work from home until at least March 31, 2022, and we provided enhanced healthcare and wellness resources, additional support for working parents and caregivers, scheduling flexibility, and technology tools and business allowances for remote work needs.
- Our five new Robert Half Employee Network Groups grew rapidly in membership, participation and philanthropic contributions. We committed significant financial support to each, and we saw these groups effectively increase cross-company collaboration and amplify exposure to important DEI topics on a global level.

- We signed the CEO Action for Diversity & Inclusion pledge, and we provided significant donations and contributed many volunteer hours to charitable organizations, including our partners National Association of Black Accountants, Dress for Success, National Urban League, and Boys & Girls Clubs of America.
- Protiviti's focus on ending hunger through the i on Hunger campaign has helped us donate nearly 11.3 million meals since 2014 to people in need.
- We continue our company's commitment to the Ten Principles of the United Nations Global Compact, specifically in support of human rights, fair labor practices, environmental sustainability and anti-corruption.

While there is much to acknowledge, we know there is still more to be done. In the 35 years I've been part of Robert Half, I've never been more excited and optimistic about our future. Our track record as a company has proven, time and again, that we are committed and resilient. We look forward to the journey ahead as a business and as a steadfast corporate citizen.



M. Keith Waddell

President and Chief Executive Officer

Supporting Global Initiatives



To maximize the impact of our corporate citizenship efforts, Robert Half is committed to, and aligned with, a number of global initiatives. In addition to the United Nations initiatives outlined below, we expanded this report to include the [Sustainability Accounting Standards Board \(SASB\)](#) standards for our applicable industry, Professional and Commercial Services, and also disclosed selected emissions and climate data to [CDP](#).

U.N. Global Compact



The [U.N. Global Compact \(UNGC\)](#) is a voluntary initiative designed to encourage companies worldwide to adopt sustainable and socially responsible business practices. This report describes some of the actions we've taken over the past two years to support the corporate sustainability initiatives that are related to human rights, fair labor practices, the environment and anti-corruption. We are transitioning to including our ongoing Communication on Progress as part of our Corporate Citizenship Report. See our previous years' [Communication on Progress](#).

Women's Empowerment Principles

We are signatories to the [Women's Empowerment Principles \(WEPs\)](#), a joint initiative of the UNGC and the United Nations Entity for Gender Equality and Empowerment of Women (U.N. Women). The seven WEPs build on the U.N. Global Compact by providing best practices for advancing gender equality and empowering women in the workplace, marketplace and community.

U.N. Sustainable Development Goals



The programs and policies presented in this report align with nine of the 17 [U.N. Sustainable Development Goals](#):

- Zero hunger
- Good health and well-being
- Quality education
- Gender equality
- Decent work and economic growth
- Reduced inequalities
- Responsible consumption and production
- Climate action
- Partnerships for the goals

Robert Half 2020 Impact Highlights

FUNDAMENTAL VALUE



Ethics and Integrity

A TRUSTED LEADER



Selected as a **FORTUNE "100 Best Companies to Work For"**

EMPLOYEE ENGAGEMENT

91%

Employees in 2020 who said Robert Half and Protiviti are a **great place to work**

DIVERSITY

54%

Women in our global workforce, 2020

30%

Individuals from underrepresented groups in our U.S. workforce

50%

Employees who participated in new and expanded **Employee Network Group** events

CEO **ACT!ON** FOR DIVERSITY & INCLUSION

CEO Action for Diversity & Inclusion pledge signed by senior leadership in 2020

SUPPLIER INCLUSION

41%

Total supplier spend supporting small and diverse businesses

COMMUNITY

11.3M

Meals donated since 2014 through Protiviti's **i on Hunger** campaign

ESG METRICS



See our **SASB table** (on Page 50)

Recognition by the Business Community

Robert Half is recognized as an industry leader, and is regularly acknowledged for its efforts to be a leader in social responsibility and sustainability through the following accolades:



- Newsweek's list of America's Most Responsible Companies
- The Wall Street Journal's list of the 100 Most Sustainably Managed Companies in the World

All referenced trademarks are the property of their respective owners. Barron's and Forbes award logos are reprinted with permission of Barron's and Forbes.

From FORTUNE, ©2021 FORTUNE Media IP Limited. All rights reserved. Used under license. FORTUNE, World's Most Admired Companies and 100 Best Companies to Work For are registered trademarks of FORTUNE Media IP Limited and are used under license. FORTUNE and FORTUNE Media IP Limited are not affiliated with, and do not endorse products or services of, Robert Half International Inc. and Protiviti Inc.

Ethics and Integrity

Acting with integrity has been a Robert Half core value since our founding 73 years ago, and we continue to take stands that extend and honor that history. Credit for conducting business and supporting our employees with integrity goes to our tenured leaders and the teams they manage, all of whom exhibit accountability and personal responsibility.

Today, ethics and integrity continue to be the foundation for everything we do, including operating as a responsible corporate citizen.

Increasingly, strategic impact has driven our numerous corporate citizenship programs described in this report. We align those efforts with the priorities of our key stakeholders to help us better measure, evaluate and report our successes — and opportunities — in operating as the responsible and ethical company they expect us to be. Our decision to view our policies and programs through an ESG lens allows us to naturally merge corporate citizenship and the fundamental aspects of our operations and client services.

OUR KEY STAKEHOLDERS



Job Seekers



Clients



Community
Partners



Employees



Shareholders



Suppliers

AT ROBERT HALF, ACTING AS A RESPONSIBLE CORPORATE CITIZEN MEANS:

- Acting ethically and seeking to avoid even the appearance of improper behavior
- Establishing governance procedures that demand ethical behavior
- Supporting human rights and fair labor practices
- Developing a diverse, equitable and inclusive workforce
- Operating in an environmentally conscious way
- Partnering with the communities where we live and work to support equitable and effective education and workforce training programs

Looking Forward: Building the Future of Work

Our company strives to shape the future of work to be one that connects a more diverse workforce with more flexible, supportive and meaningful jobs.

Our AI-driven proprietary matching technology, combined with the expertise of our talent solutions professionals, makes it faster and easier for us to place job seekers with employers. We recognized early on, however, that if not built properly, our artificial intelligence could result in biased or discriminatory matching. To avoid this, we took important steps to root out biases within our algorithms and remove data that might indicate a job candidate's gender, race, age or socioeconomic status. For example, we trained our systems to discard names, addresses, hobbies, school names and graduation years. Instead, we focus on job skills and experience relevant to open positions.

Equally important, we have adopted a policy prohibiting talent solutions professionals in our U.S. locations from asking job candidates for their salary history. By doing so, we seek to avoid perpetuating pay inequities that disproportionately affect underrepresented groups.

Participating in programs led by our [external diversity, equity and inclusion \(DEI\) partners](#) helps our talent solutions professionals attract a wider variety of job candidates for roles at Robert Half and on behalf of our clients.

“Caring about our employees and communities comes naturally to us because, at our heart, we are a people business: We connect job seekers with meaningful employment, assist companies in hiring the people they need to grow their business and provide clients access to the deep subject matter expertise they need to confidently compete in a dynamic world.”

— **M. Keith Waddell**
President and Chief Executive Officer

Our award-winning [Supplier Inclusion Initiative](#) supports small businesses and those owned by minorities, women, veterans, and LGBTQ+ and disabled persons.

We acknowledge that we can always do better, and we are committed to improving in all of these areas. Learn more about how we support diversity as we hire our own internal staff in this report's [DEI section](#).



Spotlight: Supporting Job Seekers and Clients During the Pandemic

As the COVID-19 pandemic shut down much of the economy worldwide in 2020, we focused on helping people stay employed and businesses stay in operation. We enabled remote work for our contract professionals across the globe by configuring and distributing laptops, tablets and other tools to them. Physical devices were transported directly to professionals' homes with the customized operating systems and software necessary to do their jobs. By the end of the year, we had provided more than 11,400 laptops and other devices — almost three times the number of devices normally deployed — and nearly 600 virtual desktops to our external engagement professionals.

We understood early on that the pandemic was affecting workers and business managers personally. In response, we provided our employees guidance on how to interact with clients and job candidates in a helpful and compassionate manner. We created new content, including blog posts and webinars, for both job seekers and employers struggling in the changed economy. We coached job candidates on networking, as well as on strategies for landing a job in a difficult hiring climate and working remotely. Our teams advised clients on ways to adapt to the new business environment, offering ideas for managing off-site employees and planning for the future. Many of these discussions were with individual clients, but we also held virtual roundtables to share information about our company's safety protocols, helping employers implement their own pandemic response plans.

◀ A Robert Half practice director is among our talent solutions professionals who served customers remotely during the pandemic.

Governance

ESG Oversight

We believe that good governance is at the heart of corporate citizenship. Our people, policies and procedures help make our environmental, social and governance (ESG) programs strong.

Robert Half's corporate citizenship efforts are ultimately the responsibility of our chief executive officer and our board of directors. Our board oversees any significant ESG risks or opportunities faced by the company directly and through its committees, including those related to human capital management, sustainability and community relations.

While the board has responsibility for the oversight of risk assessment and risk management processes, the company's executive leadership is responsible for monitoring and managing risks on a day-to-day basis and reporting on them to the board. In addition

to creating specialized programs at the departmental level, management has established companywide initiatives to identify, assess and manage risks: the Enterprise Information Security program, the Corporate Compliance and Ethics program, and the Privacy program. For further information, see our [2021 Definitive 14A Proxy Statement](#).

The board receives an annual report on ESG activity, including the annual U.N. Global Compact Communication on Progress, human capital management policies and programs, and related compliance topics. Directors also receive regular updates on key human capital management and diversity, equity and inclusion (DEI) programs. Major strategic goals related to our social and environmental programs are supported by senior leadership and executive committees, such as our Environmental Committee and DEI Executive Steering Council.

ESG Policies

Robert Half's [Code of Business Conduct and Ethics](#) is the backbone of our corporate compliance program and guides our business practices every day. The code covers a range of topics, from regulatory compliance and anti-corruption to workplace health and safety. In 2019, we expanded our code of conduct training outside of the United States. Today, all global employees of Robert Half are required to complete an annual training that tests their understanding of our Code of Business Conduct and Ethics.

At the end of 2019, Robert Half's board of directors approved a [Global Human Rights Policy](#). The policy reflects Robert Half's long-standing commitment to respect and uphold human rights for all.

Robert Half employees are directed to our Global Human Rights Policy through our Code of Business Conduct and Ethics training and other resources.

Both our Code of Business Conduct and Ethics and our Global Human Rights Policy are shared on our website and provide instructions on using [Robert Half's ethics reporting platform](#). The platform provides a range of safe and reliable processes for our permanent and part-time employees as well as our contract talent, suppliers, candidates and clients to anonymously report allegations of policy violations or human rights concerns. Our U.S. toll-free hotline is operated by the Robert Half Human Resources Office of Compliance, while our global reporting hotline connects to an independent third-party service via telephone and a web-based reporting portal.

In 2020, we created a [Sustainable Procurement Policy](#) to support our [Supplier Code of Conduct](#), clarify our expectations of suppliers, and advance the company's social and environmental objectives externally. The policy, in addition to a new sustainable supplier survey, enables us to better assess our suppliers' ESG performance and prioritize suppliers that align with our values. For more information, see our [Supplier Engagement section](#) in this report.



Our Workforce



We believe that for our employees to perform at their best and remain satisfied with their jobs, they need to be heard and feel valued. They must also feel at home and comfortable bringing their whole selves to work. For this reason, one of our main goals in designing employee policies and programs is to enable and support the well-being of our people.

Robert Half's Company Culture

We strive to maintain a work environment in which each of us has an appreciation for our colleagues' diverse backgrounds, opinions and expertise. We foster a company culture that includes:

- Collaboration
- Commitment to diversity, equity and inclusion
- Dedication to excellence
- Ethics and integrity
- Innovation
- Leadership by example
- Openness to new ideas
- Respect for one another
- Support for our communities

Robert Half Culture Ambassador Program

We continue to build on what we are doing well and address opportunities to improve. One way we strive to do this is by bringing together what we call Culture Ambassadors. These are Robert Half employees who volunteer to assess the effectiveness of employee programs, make recommendations to management based on feedback from their colleagues and facilitate engagement. In January 2021, we expanded the program to include areas that drive our overall culture, including community relations, employee experience, recognition, and diversity, equity and inclusion (DEI).



Robert Half employees at an employee recognition event.

Employee Experience Surveys

We value employee feedback, and we measure a variety of factors that influence the experience and level of engagement of our workforce.

To better understand the changing needs and concerns of our professionals, we updated the format and increased the frequency and reach of our employee surveys. We made it a priority to respond to feedback and use it to inform new policies and programs.

Early in the pandemic, Robert Half deployed short pulse surveys focused on employee wellness and

immediate needs. These surveys helped us prioritize what support our people needed most. What we learned from these pulse surveys enabled us to develop or modify our programs and services quickly in response to employee concerns.

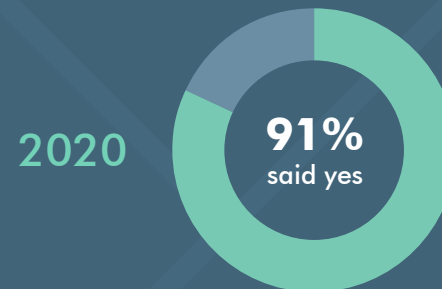
In the summer of 2020, we created a series of Employee Voice surveys, which captured feedback from our professionals about their experience at their local office as well as how they're feeling about the company at an enterprise level. The feedback is shared in the aggregate with managers and senior leaders to preserve employee anonymity.

Robert Half and Protiviti employees also participated in surveys from Great Place to Work® in 2020, answering questions about their employee experience and rating the company on issues from benefits to high-trust culture, where employees believe leaders are communicative and honest and treat staff with respect. As a result, Robert Half and Protiviti achieved the Great Place to Work-Certified® national accreditation, and Robert Half and Protiviti both earned a spot on the coveted "100 Best Companies to Work For®" list FORTUNE publishes in partnership with Great Place to Work®.

AT A GLANCE: EMPLOYEE ENGAGEMENT ACROSS ROBERT HALF AND PROTIVITI

Robert Half and Protiviti regularly survey our employees to understand their priorities and perceptions of the company. Even in a difficult year, 91% of our employees surveyed felt that we are a great place to work.

Employees were asked if Robert Half is a great place to work:



Employee Communications

Robert Half's goal for employee communications is to ensure our people stay informed and engaged, particularly during times of uncertainty.

In response to the COVID-19 pandemic, our executives significantly increased their touchpoints with employees around the world, including weekly CEO memos, a monthly Global Live Event and online collaboration sites. We were very clear in all communications that our company supports our employees and their well-being and will empower them to make the best decisions for their health and safety without judgment or negative consequence.

As the pandemic dragged on, many of our employees voiced concerns about returning to the office due to health concerns, the impact of school closures or the need to care for extended family. In response, we gave all employees the unconditional option to continue to work remotely during the pandemic.

We shifted from printing our popular employee magazine Half Times at the start of the pandemic in 2020, when staff were no longer in offices, to an all-digital format. This allowed the previously quarterly magazine to update content more frequently, helping employees feel better informed and better connected through a challenging year. Stories offered a window into our professionals' lives at home, explaining ways in which many were juggling the demands of parenting, home schooling and work during the pandemic.

While adjusting to a remote workforce, Protiviti kept employees informed via live-streamed meetings with the leadership team and frequent emails from the CEO and executive team. Local office leaders hosted weekly virtual watercooler huddles, and we created a dedicated intranet microsite to share the latest information from health agencies.

As Protiviti employees transitioned to work-from-home mode, internal communications channels became a main touchpoint for employees. Protiviti's Yammer site saw five times more usage,

and employees embraced a new conferencing tool quickly. The online employee publication, i on Protiviti, began to deliver more "how-to" stories to address employee work-from-home needs. Stories about how to use remote tools and helpful pieces about childcare solutions were among the most popular.

A new running feature called My Story, in which employees share honest accounts of their personal struggles and issues, was initiated by i on Protiviti. My Story fosters a greater sense of community around corporate well-being programs and employee networking groups. These stories have become the most-read feature on i on Protiviti.

To maintain access to real-time information, Protiviti created an internal SharePoint site for COVID-19 information globally and promoted it in a global weekly email.

HALFTIMES



Employee Health, Safety and Well-Being

When our global employees were given the unconditional right to work from home in 2020, we revisited and strengthened our health and safety protocols. Robert Half has long offered a range of health benefits, and we adjust these offerings periodically based on market trends and what we learn from employee surveys. From 2018 to 2020, we focused on limiting the burden of rising healthcare costs, with the company picking up any year-over-year increases for healthcare plans with the highest enrollment.

We follow all health and safety rules and regulations as required in our business locations, and we have formalized our health and safety policy as a component of our [Global Human Rights Policy](#).

Our Injury and Illness Prevention Program is committed to protecting the health and safety of all Robert Half employees as well as contract talent. It requires our people to learn about topics such as hazard assessment, accident and exposure investigations, and hazard correction. This information is delivered annually in awareness training and is available on our intranet at any time.

To help us implement our safety protocols at the office level, we have a Safety Leader program of employees who train biannually in CPR, automatic external defibrillator and first aid. These individuals are asked to assist other employees during an emergency until outside professionals arrive.

U.S. BENEFITS AT A GLANCE



Medical, prescription, dental and vision plans



Paid time off



401(k), savings plans and employer match



Health Savings Accounts and Flexible Spending Accounts



Employee Assistance Programs



Paid parental leave



Subsidized backup care for children and elderly parents



Short- and long-term disability benefits
(including pregnancy, childbirth and/or a related condition)



Life and accident insurance

To support our employees through the pandemic in 2020, we expanded benefits and extended eligibility to part-time employees scheduled to work 20 or more hours per week. We provided unlimited paid time off to both full- and part-time employees who were sick or needed to care for family members due to COVID-19. In addition, we added new wellness initiatives ranging from fitness and stress reduction to nutrition and mental health.

We also improved our benefits for working parents and caregivers, including:



Six to 10 weeks of paid parental leave payable at 100% of base salary to all benefits-eligible full-time and part-time employees who welcome a new child to the family through birth, adoption or foster care



Up to 15 days of subsidized backup care to parents and caregivers



Resources for managing children's remote learning:

- New Working Parents Community on Yammer (our internal social media channel) for employees to connect and share ideas
- Discounts on tutoring and test preparation for remote students
- On our intranet, advice from Robert Half parents who were balancing work and home schooling as well as considering the return to school



Paid memberships to a care network that identifies vetted caregivers for children, adults and pets



Annual credit with a provider of online enrichment classes for children ages 3-18

These improved benefits were based, in part, on feedback received in our employee surveys, as well as the concerns voiced in our quarterly town hall meetings.

Robert Half also offers qualified U.S. contract talent and their dependents access to various benefit options, including medical, dental and vision plans; life insurance; and accident coverage.



Spotlight: Activity Challenge

In July and August 2020, Robert Half employees across North America participated in a four-week challenge to get outside for their physical and emotional well-being during the pandemic and to benefit the hard-hit nonprofit sector.

In self-organized groups of no more than seven people, employees logged their physical activity using a third-party app that converted over 150 types of activities to steps. Biking, workout classes and wheelchair movement were among the exercise activities calculated as steps. The five teams that completed the most steps got to select a nonprofit to receive a company contribution.

More than 3,100 employees participated in the challenge, racking up over 716 million steps to support the ALS Association, Make-A-Wish Foundation, the Ocean Conservancy, and community organizations Carpenter's Shelter (Alexandria, Va.) and Shepherd's Gate (Livermore, Calif.).

◀ A Robert Half employee bikes as part of the company's activity challenge in support of nonprofits.

Spotlight: Employee Assistance Programs

Robert Half's Employee Assistance Programs (EAPs) support staff on issues ranging from emotional to financial. Program features include:

- Childcare, pregnancy and parenting resources
- Emotional support
- Financial coaching
- Health and aging resources
- Identity theft protection
- Legal assistance
- Stress management
- Work-life balance

Our EAP resources are available to all employees globally, with online counseling available 24 hours a day in North America. In 2020, our EAPs added 11,000 more therapists in the United States.



A Robert Half employee practices meditation at home as part of her wellness routine. ▶

ROBERT HALF LEARNING AND DEVELOPMENT APPROACH



Align learning initiatives with organizational priorities



Design a holistic learning experience to help support the learner's goals and objectives



Leverage a blended learning approach to help our employees advance their skills and behaviors, create connection across the organization and address their unique needs



Create solutions that are sustainable and scalable to reach a wider audience and have a greater impact



Provide a learning experience that is equally impactful for a remote and hybrid workforce

Employee Learning and Development

Robert Half's learning and development programs provide our global staff with the resources they need to build their technical expertise alongside professional and leadership skills. Our internal learning programs include instructor-led training, mentorships and self-guided coursework, as well as stretch assignments and exposure to new projects. Our learning priorities are evaluated every year and continually adjusted to align with our business priorities and the evolving needs of our workforce.

We also support employee participation in external training and certification programs. Our employees who work 30 or more hours per week are eligible to apply for tuition assistance beginning on Jan. 1 following their two-year anniversary date.

Robert Half encourages employees to create their own learning paths by taking guided training as well as self-directed courses throughout their

careers. Our range of training options enables staff to select curriculum that best supports their goals, whether it be enhancing their subject matter expertise, increasing efficiency, strengthening their emotional intelligence or sharpening their communication skills. We can also provide a role readiness and transition program for employees interested in exploring other career paths or opportunities.

In March 2020, Robert Half's learning and development team quickly identified solutions for offering engaging learning experiences in the new remote work environment. This included live virtual learning experiences and programs designed for different regions, recognizing that our offices across the globe were operating in unique regulatory and business environments. The team focused on delivering shorter, bite-sized training.

Though these adjustments presented many challenges, they provided an opportunity for our learning and development team to reimagine our signature programs and better align them with the employee experience.



Robert Half employees say hello at the start of a virtual onboarding session.

CORE ONBOARDING PROGRAMS

Robert Half

- Building Your Success
- Passport
- Navigate Your Success

Protiviti

- Passport to Protiviti
- Passport+

Onboarding for Success

We strongly believe in setting our new employees out on the right foot. Our onboarding programs are not stand-alone events but part of a larger process designed to help new hires understand and appreciate our organizational culture and how their job responsibilities tie into company and departmental priorities.

In 2019, our talent solutions business launched the Global First-Year Experience, a suite of training options to provide our professionals who work with our clients and candidates the foundational knowledge necessary to achieve success within their first year. Building Your Success is a 13-week online program covering operational and technical best practices relevant to all our practice groups. Once completed, employees participated in Passport and Navigate Your Success, two in-person training sessions designed to solidify job-specific learnings from the online program.

In 2020, the pandemic required us to adjust our approach. Rather than participate in Passport and Navigate Your Success, new field professionals were grouped into cohorts and received a new employee orientation. This was followed by a condensed version of the Building Your Success curriculum, which provided operational and technical training specific to an employee's role. This approach offered immediate connection and support for remote workers, along with operational and technology-based training. New corporate services employees received a similar orientation.

Passport to Protiviti is a two-day, interactive onboarding session created for Protiviti's new hires. This interactive experience provides an opportunity for new staff to learn about Protiviti's strategy, culture and team approach. Passport to Protiviti is followed by Passport+, a yearlong experience focused on building a sense of belonging among employees.

Continued Learning

Robert Half corporate services and talent solutions' continued learning programs support employees at different stages in their careers. Leadership programs for our talent solutions professionals are designed to help managers and senior leaders build self-awareness, manage team dynamics and identify new business opportunities. These learning experiences are enriched through the sharing of ideas, insights and best practices

among peer groups and support the expansion of an individual's professional network.

Our Rise Into Leadership training helps newly hired and promoted corporate services managers transition from individual contributors to people leaders. The LEAD Series helps more experienced corporate services managers become highly proficient in three key areas: leading themselves, leading others and leading the business. It is designed as a five-month

cohort program that offers participants evaluative assessments, interactive instructor-led sessions, self-study and small team projects. We also offer two cohort training programs, each spanning four to six months.

Our IMPACT training includes two facilitated in-person sessions that lead participants through the Myers-Briggs Type Indicator (MBTI) assessment and debrief. Evolve training provides more extensive 360-degree leadership feedback from a group of peers.

For our most senior leaders, we offer the Accelerated Leadership Development training, which focuses on three key areas: leading with character, collaborative leadership and making a strategic contribution.

In response to the shifting business landscape in 2020, we reassessed the format and content of our continued learning programs. Through virtual workshops and webinars, leaders explored strategies ranging from conducting remote meetings and supporting employee engagement to helping teams avoid burnout and stress.

TOP CONTINUED LEARNING PROGRAMS

Accelerated Leadership Development

Design Thinking Learning Labs

Evolve

IMPACT

LEAD Series

Rise Into Leadership

Senior Leadership Development

The Advanced Consulting Challenge

The Consulting Challenge

The Leadership Challenge

The Manager Challenge

United Leadership Exchange

These sessions included discussions on the shared experience of the pandemic and the value of resilience and determination within a team. These touchpoints strengthened alignment across our leadership teams and helped our business work in a more agile way.

Protiviti Hones Leadership, Innovation Skills

During 2019 and 2020, Protiviti offered a range of continued learning and leadership development programs. Challenge programs are milestone learning experiences for newly hired or promoted Protiviti employees. Each session is focused on experiential learning to provide participants with the knowledge and skills needed as a consulting professional. The Consulting Challenge equips individuals with the knowledge and skills needed in their first years as a consulting professional. The Advanced Consulting Challenge supports those who have mastered basic consulting skills, while The Manager Challenge is for employees transitioning into leading client engagements.

The Leadership Challenge is for senior managers looking to strengthen their business development and leadership skills.

In addition, Protiviti launched Design Thinking Learning Labs in 2020 for all employees. Human-centered design and design thinking techniques are problem-solving skills that help drive innovation. Participants learn about these concepts and practice these methods in a virtual environment.

All new hires participate in Design Thinking workshops as part of their first year with Protiviti.

Protiviti's LEAD Series focuses on leading oneself with integrity, leading others with inclusion and leading the business with innovation. Participants apply to participate in the program, which is offered to individuals in client service and operations roles. LEAD Series programs were postponed during the pandemic.



Protiviti employees collaborate at a Challenge training session in 2019.

Spotlight: Mentoring at Robert Half

At Robert Half, we see mentoring as a highly effective tool, not only for professional development, but also for employee collaboration and connection.

Our Robert Half United Leadership Exchange, a global voluntary internal mentoring program, is designed to nurture newly promoted and newly hired leaders. Over the course of 12 weeks, participants discuss their unique roles, personal challenges, tactics for effectively managing teams and additional responsibilities.

The pandemic impacted new hires and promotions at Robert Half, which reduced the number of participants in the leadership exchange program from 664 in 2019 to 115 in 2020. It also meant many potential mentors were unable to serve because of new business-critical priorities. Still, the Learning and Development team felt it was important to continue the program, so it created mentoring groups of three to five employees. These group arrangements allowed participants to be mentored by one another, which was critical to their success and growth during a historically challenging year. These arrangements also provided much-needed social connections outside of day-to-day collaboration.

By the end of 2020, we had engaged more than 2,700 managers worldwide since 2012, and mentors serving in the program represented roughly 35% of our leadership population. The leadership exchange program was awarded the Brandon Hall Silver Award for Advanced Coaching and Mentoring in 2020.

In 2020, 68% of employees who participated in the United Leadership Exchange program were women, and of those leaders who had served five or more times as mentors, 88% were women. We believe mentorship has proven useful to all employees who participate, but these statistics imply it is especially helpful to our female employees.

Employees who are not new hires or newly promoted can make a mentorship request of the Robert Half United Leadership Exchange. The number of employee requests for a mentor has been increasing steadily since 2012.

Plans were made in 2020 for mentorships that go beyond professional development. Leaders of our Employee Network Groups were to establish mentoring programs for their members in 2021 to advance intercultural awareness, assist with the development of professional goals and career advancement activities such as stretch assignments, and advocate for members within the leaders' networks.

Employee Evaluation, Advancement and Recognition

Effective and fair employee performance appraisals begin with clearly communicated goals. We use competency and career models to clarify expectations and skill sets tied to different roles within the company. These goals stem from a blend of company business priorities and employee interests in job and career growth.

Managers provide employees with individual performance discussions at least biannually to go over goal achievement, competency alignment and career aspirations. The frequency and type of assessments depend on the employee's role. Protiviti employees also typically receive reviews twice a year, in addition to regular peer and adviser discussions about career mobility within the company.

Opportunities for Growth

In addition to providing our employees with clear feedback on their performance and supporting growth in their existing roles, we work with our

staff to help them identify their professional goals, build a career plan, and develop the skill sets and experience necessary to advance at the company. We also support employees looking to gain experience in a new functional area.

It is Robert Half's policy to post all staff openings internally in addition to sharing them externally, and we invite employees to express interest in any role posted. We highly value tenure and our employees' knowledge of the company and, as a result, very often hire from within.

Employee Recognition

We hold multiple awards events every year for our employees, including Reach for the Stars for our talent solutions professionals and the Chairman's Awards for corporate services employees. In 2020, the pandemic caused both events to be postponed until the following year; however, we were able to host an Appreciate and Celebrate event that year.

The Million Dollar Milestone program celebrates and rewards our high-performing and tenured talent solutions professionals globally. Individuals earn rewards and benefits as they progress through performance milestones in their career, and senior leadership acknowledges these landmark achievements each month.

We encourage all Robert Half employees to pay tribute to their colleagues' achievements via our signature peer recognition programs: Everyday Heroes, emailed postcards that commend outstanding day-to-day work, and RHigh On!, quarterly awards based on extraordinary efforts to support the business.

Protiviti has a multifaceted recognition program, including internal nominations and recognition among coworkers, gift cards for outstanding achievements, bonuses for employees who achieve approved professional certifications, and self-selected anniversary gifts. Protiviti celebrates promoted employees during Promotions Week twice a year and expresses gratitude to all Protiviti staff on Employee Appreciation Day annually.

Diversity, Equity and Inclusion

Our choice of ethics and integrity as our fundamental values sets the stage for our support of **diversity, equity and inclusion** (DEI). For Robert Half, DEI means creating a workplace where people of different nationalities, races, genders, experience levels, sexual orientations and other characteristics feel accepted and that they belong. We strive to make our company an organization where everyone is treated fairly, justly and impartially, and has equal access to opportunities to have their voices heard and advance in the company.

ROBERT HALF:

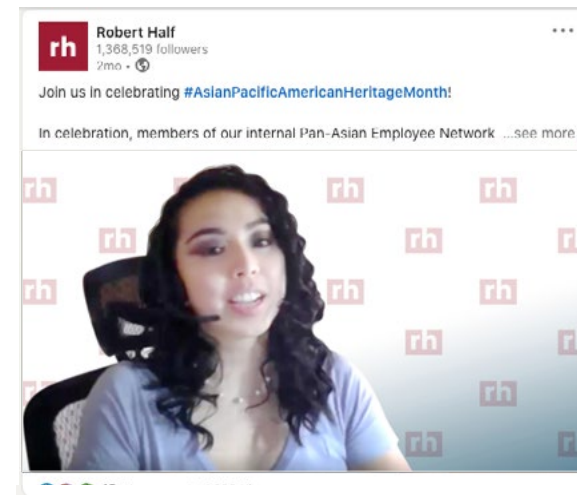
AN EQUAL OPPORTUNITY COMPANY

As stated in our equal opportunity and human rights policies, we provide employment opportunities to qualified applicants and employees regardless of an individual's ancestry, race, color, religious creed, pregnancy status, genetic information, sexual orientation, sex, gender identity or expression, age, marital status, medical condition, mental or physical disability, national origin, citizenship or immigration status, military or veteran status, or any other protected status under applicable laws.



Robert Half's DEI Objectives

- Amplify zero tolerance for discrimination or harassment
- Expand strategic external partnerships
- Focus on inclusion by building a community where employees can connect, thrive and grow
- Increase diverse representation among our workforce and leadership through hiring and retention programs



◀ A Robert Half employee participates as a panel member of an ENG-sponsored Asian Pacific American Heritage Month webinar.

Building a Diverse Workforce

“ We welcome skilled candidates from all backgrounds and encourage diverse candidates to apply with us any time we hire an employee at any level. ”

— **M. Keith Waddell**
*President and
Chief Executive Officer*

We are committed to increasing the presence of traditionally underrepresented groups across the enterprise. In 2019, we launched a new DEI strategy to elevate and synchronize our efforts. In 2020, we signed the [CEO Action for Diversity & Inclusion](#) pledge, committing to support

diversity in the workplace and our communities. We will continue to identify opportunities to increase cultural diversity and awareness and to build a stronger sense of belonging among our employees.

In 2020, we amended our Corporate Governance Guidelines to bring more diversity into our board and CEO succession plans. The new guidelines require that if a third-party search firm is used to identify external candidates for the role of chief executive officer or in the event of a board vacancy, the search firm shall make best efforts to include qualified female and racially/ethnically diverse candidates in the initial pool of candidates it presents.

We participated in events led by our external DEI partners to help our recruiters expand their talent pools, and we further incorporated DEI into our community programs.



Robert Half employees in Toronto participate in a virtual Pride celebration in June 2020.

“ At Robert Half, we have a long history of honoring diversity and promoting inclusion and equality. Our compassion for others and our commitment to listen, learn and take action have always helped us succeed.

We recognize that each of us can contribute to the kind of change that breaks the cycle of racism, injustice, fear and hate, which are counter to who we are at Robert Half. We will continue to advance inclusion across our company and in our communities and stand by our colleagues with respect and integrity. ”

— **Lynne Smith**
Senior Vice President –
Global Human Resources

ROBERT HALF ENTERPRISEWIDE LEADERSHIP AND WORKFORCE

Women in Global Workforce	2019	2020
Women in global workforce	56%	54%
Women in leadership and management positions*	46%	47%
Women in technology roles	41%	41%

U.S. Underrepresented Individuals	2019	2020
Individuals from underrepresented groups in U.S. workforce	30%	30%
Black	7%	6%
Asian/Pacific Islander	12%	14%
Hispanic/Latinx	8%	8%
Other	4%	3%
Individuals from underrepresented groups in leadership and management positions*	24%	25%

Robert Half Board	2019	2020
Women on board of directors	25%	25%
Individuals from underrepresented groups on board of directors	13%	13%

*Based on Equal Employment Opportunity job categories 1.1 and 1.2

DEI Training

Annual Awareness Training

All North American Robert Half employees are required to complete a scenario-based awareness training upon hiring and every year thereafter. The training covers our company policies on harassment, sexual harassment, a hostile work environment, discrimination, DEI, supplier diversity, reasonable accommodation, workplace violence and related topics. It also explains how to report violations of our Code of Business Conduct and Ethics.

Unconscious Bias Training

We are committed to helping employees recognize and address their unconscious biases. In 2020, we launched a mandatory unconscious bias training for all of Robert Half's corporate services and talent solutions professionals. The training is a facilitated live event designed to encourage employee participation. Director-level employees and above took the training in 2020. All other employees are expected to complete the training in 2021.

Protiviti offered unconscious bias training in 2020 and incorporated DEI-related training into many other employee sessions. Protiviti also hosted Courageous Conversations events, featuring speakers on topics addressing bias, intersectionality, race and gender. Many of these sessions were open to corporate services and talent solutions employees.

Inclusive Hiring Practices

Our Inclusive Hiring Practices training is directed at our talent solutions professionals in the United States and is designed to facilitate presenting a diverse slate of candidates each time our recruiters work with a client. In 2020, more than 3,500 employees completed this training.

DEI Programs

Our DEI programs are guided by the priorities of our employees. We seek their feedback through our Employee Network Groups, Culture Ambassadors, Strategic Diversity Champions and employee experience surveys.

Employee Network Groups (ENGs)

Our ENGs are created and led by employees from traditionally underrepresented groups. ENGs unite staff members who share common interests, purpose and backgrounds. They also support the personal and professional development of our employees and facilitate dialogue that informs our human resources policies, programs and benefits.

In 2020, we expanded the number and reach of our ENGs to create a stronger sense of belonging among employees. For Robert Half's corporate services and talent solutions professionals, we sponsored the launch of three ENGs in support of underrepresented groups including Black, Hispanic/Latinx and Pan-Asian professionals.

More than 1,900 employees viewed the first online panel discussion of our Black Employee Network Group (BEN). Our Hispanic/Latinx ENG, Somos Familia, held a panel discussion in 2020 that drew more than 1,000 viewers. Also in 2020, Robert Half's Asian Professionals for Excellence (APEX) ENG partnered with nonprofit Ascend to present seven events across the United States during the year.

In 2021, Robert Half launched two additional resource groups: the Global Women's Employee Network (GWEN) and BELONG, a network to support our LGBTQ+ employees.

Under a Multicultural Employee Network umbrella, Protiviti developed three additional employee groups in 2020: the Black Employee Inclusion Network Group (BEING), the Latin/Hispanic Employee Network Group (LHENG) and the Asian Social Professional Innovative and Resourceful Employees (ASPIRE) network group. Together, these groups hosted a day of learning

that featured an external speaker and a series of sessions focused on race and social awareness.

While our ENGs serve corporate services and talent solutions professionals and Protiviti staff separately, they regularly partner to align programs across the Robert Half enterprise. For example, in 2020, Robert Half employees took part in an event co-organized by Protiviti's ProPride and Parents Network groups that focused on strategies for supporting LGBTQ+ children, parents and friends.

In 2021, we announced a total contribution of \$500,000 to the Robert Half and Protiviti ENG programs. A portion of these funds will advance engagement with diversity partners who are focused on creating greater equity and inclusion.

AT A GLANCE: EMPLOYEE NETWORK GROUPS

Robert Half and Protiviti ENGs support members and allies of the following employee groups:

- Black
- Hispanic
- Pan-Asian
- Women
- LGBTQ+
- Parents
- Veterans

External DEI Partners

Robert Half works with a number of external DEI partners to reach a diverse range of candidates and provide our employees access to external training and networking opportunities.

For example, we financially support **Catalyst**, a global nonprofit helping companies build positive workplaces for women. Our funding gives us global supporter status at Catalyst, which includes access for all Robert Half employees to the organization's knowledge products, information center, speakers bureau, consulting services and other benefits. We also encourage our employees to make use of the webinars, conferences and discussion forums of **Seramount**, an organization that supports diversity thought leaders.

Strategic Diversity Partners

Our strategic diversity partners are external DEI partners with whom we engage at a deep level. They include the **National Association of Black Accountants**, **National Society of Black Engineers**, **National Urban League**, **Ascend Pan-Asian Leaders**, **Association of Latino Professionals For America (ALPFA)** and **Out & Equal**.

During 2019 and 2020, we participated in more than 140 events in the United States and Canada — including diversity career fairs, conferences, summits and workshops — that were organized by our strategic diversity partners.



Spotlight: Increased Support for the Black Community

As social unrest grew in 2020, we reaffirmed our commitment to building a diverse workforce and standing in solidarity with the Black community. Our teams partnered to increase our support for racial diversity and equity in the communities where we live and work.

In addition to expanding our Matching Gifts program with funds earmarked for strategic diversity partners, we increased support for Black communities with an aggregate donation of \$180,000 to three strategic diversity partners: the National Association of Black Accountants, the National Society of Black Engineers and the National Urban League. These corporate contributions were separate from the ongoing scholarships we provide to other programs to support communities of color.

Strategic Diversity Champions

To better engage our external DEI partners, Robert Half created our Strategic Diversity Champions program in 2020. The goal of the champions, all U.S. employees who serve as liaisons to these groups, is to identify and promote partnership opportunities at the local level. Champions invite other employees to participate in events and support programs hosted by their local chapters.

Protiviti's global **Inclusion Champions Network** is responsible for working with local office market leaders, ENGs and committees to promote diversity within their communities.

Protiviti's Racial Equity Advisory Council is composed of managing directors within Protiviti who provide advice to their executive team and outline potential next steps in Protiviti's journey toward racial equity and inclusiveness.



Members of our Black Employee Network Group meet to commemorate Juneteenth.

Spotlight: Engaging Our Partners To Support Women's Advancement

In 2020, a cohort of Robert Half recruiters attended a Fairygodboss virtual career fair for women in technology. Fairygodboss, a women's career community and a partner of Robert Half, helps us recruit and retain women — in particular, millennials and women of color — within our workforce.

We also partnered with the Accounting & Financial Women's Alliance, a national organization that promotes female accounting and finance professionals, to help support women in a historically male-dominated field. In 2020, Stephanie Searcy, a Robert Half market director, was the president-elect of the organization's national board of directors.

In 2019, we sponsored the inaugural class of the Women's Leadership Program at Saint Mary's College of California. The four-month program is designed to help midlevel professional women clarify their purpose and grow their power through team projects and practice-based learning. Tami Munns, a Robert Half senior vice president, is a graduate of Saint Mary's and sponsored this program. The program was not offered in 2020 due to the global pandemic.

A Robert Half employee (right) volunteers at one of the many nonprofits we work with to support women's careers. ▶



Our Communities



Our company encourages employees to connect with the communities where they live and work.

Leading by Example is our overall community involvement program for our corporate services and talent solutions professionals. It is focused on education and workforce development, two areas where we feel we can make the greatest impact, given the nature of our business.

iCare is Protiviti's overall community involvement program. Employees participate in service events in their communities alongside Protiviti clients, both globally and locally. Through the program's i on Hunger initiative, Protiviti staff provide meals to communities in need around the world. iCare also helps employees participate in other civic involvement opportunities of their choice.

Financial Support

Grants

Robert Half offices can request grants to local nonprofits with which they have built relationships. For more information on how nonprofits can work with us, see our guidelines on our [corporate website](#).

Robert Half's Corporate Grants Committee, made up of a diverse group of our employees, meets quarterly to review grant applications, prioritizing nonprofits that promote workforce development and education initiatives near our corporate services offices across North America. The committee also considers applications from employees who want to support a nonprofit they are involved with, even if the organization's focus is outside education and workforce development.



Protiviti employees in Atlanta at a charity golf tournament.



Scholarships

We provide scholarships to support exceptional students and provide the next generation workforce a deeper understanding of what we do as a company, what our core values are, and how we can support awardees in their future careers.

Our Diversity, Equity and Inclusion (DEI) team provides scholarships to our strategic diversity partners, and our marketing department provides scholarships to alliance partners and other organizations aligned with our business. Following is a list of the organizations and programs we support:

- American Institute of CPAs
- Ascend Pan-Asian Leaders
- Association of Latino Professionals For America
- Minority Corporate Counsel Association
- National Association of Black Accountants
- National Merit Scholarship Corporation
- New York University
- Rhode Island School of Design
- United Negro College Fund Scholarship Program

Matching Gifts

Our Matching Gifts program amplifies the financial contributions and volunteer efforts of our employees. Robert Half matches contributions up to \$1,500 per year when staff take the following actions:

- **Direct Giving** — For every dollar our employees donate to an eligible nonprofit, Robert Half gives a dollar as well.
- **Activity-Based Fundraising** — When our employees take part in runs, walks, bike rides and other events that benefit eligible causes, we match the total they raise.
- **Volunteering** — Through our Happy Hours and Dollars for Doers volunteer programs, we provide a grant of \$15 for every hour an employee volunteers with qualified charities.

Employees can give in one of these ways or a combination of all three up to a maximum of \$1,500 per year, plus an additional \$500 for our Giving for Equality program (see next page for details).

Spotlight: Giving for Equality Campaign

In 2020, it was difficult for our employees to donate their time while they were so busy trying to balance remote work and family obligations. Still, our Community Relations and DEI teams joined forces to launch our Giving for Equality program. This initiative provides \$500 through our Matching Gifts program that employees can donate to a select group of our [strategic diversity partners](#). Employees can donate, fundraise or volunteer for organizations with \$500 available per employee — meaning they can make one \$500 donation to a single organization or \$100 donations to five different groups.

ROBERT HALF CORPORATE GIVING

	2019	2020
Total community contributions, including cash contributions, volunteer time and in-kind giving	\$3.2M	\$3.6M

The Robert Half team in The Woodlands, Texas, displays donations collected for Texas Children's Hospital during our 2020 Holiday Giving program. ▶



Suit Drive

For job seekers struggling financially, the excitement of securing an interview can be overshadowed by concern over not having professional clothing to wear, damaging a candidate's self-confidence. That's why Robert Half has hosted since 2002 an annual Suit Drive, a two-week initiative when employees work with their business contacts to collect professional attire suitable for interviewing.

Our key partner during the drive is Dress for Success, a global nonprofit that provides low-income women a network of support, professional attire and development tools to thrive in their job search and life. There isn't a Dress for Success location in every city where we have an office, so some of our teams have built partnerships with local nonprofits, including those that accept men's clothing.

In 2019, 135 Robert Half offices across North America participated in the clothing drive, collecting more than 48,500 items from our

employees and local businesses. The pandemic prevented us from collecting clothing in 2020, so we launched a fundraising campaign that collected more than \$100,000 (See the sidebar on the next page to learn more).

International Day of Charity

In 2020, Robert Half promoted the International Day of Charity as a way for our employees across the globe to connect with and support their communities virtually. Suggestions for a variety of online volunteering activities were provided so employees could fundraise for a nonprofit, make a donation to a cause they are passionate about or volunteer at a time that was convenient for their schedule.

Food Bank Donations

In lieu of holiday parties in 2020, we donated to food banks to help tackle hunger.



Robert Half directors from our Dayton, Ohio, office gather interview-appropriate attire for our nonprofit partner Dress For Success.

Spotlight: Our Suit Drive During the Pandemic

Women — particularly women from under-represented groups — have been disproportionately affected by COVID-19. Many of them serve as caregivers while holding jobs impacted by the pandemic. Many Dress for Success boutiques, like many nonprofits, transitioned to virtual services in 2020, yet their clients were more in need of support than ever.

With most of our employees and clients working virtually, we had to find a new way to collaborate with our business partners on our annual Suit Drive. Our staff and our partners stepped up to the challenge.

We couldn't collect clothing, but we came together — virtually — to raise funds and share career resources to benefit Dress for Success, including online career confidence seminars.

In addition, we set up a fundraising portal with Dress for Success, and our employees shared the link with their clients for our virtual Suit Drive Power Walk. Robert Half also made a corporate donation, and we provided a grant of \$15 for every hour volunteered during the walkathon. Employees could also donate directly to Dress for Success.

We had 54 teams join our virtual walkathon and invited colleagues, clients, job candidates and friends to participate. Thanks to fundraising, Robert Half's Matching Gifts program and corporate support, our participants raised more than \$100,000 in 2020.

"You have made a difference in many women's lives," Joi Gordon, CEO of Dress for Success, said in a [videotaped message](#) thanking Robert Half employees for their support and collaboration.



The fall 2019 cover of Half Times, Robert Half's employee magazine, features Robert Half employees in Dallas-Fort Worth gathering clothing items for the annual Suit Drive.

In addition to Dress for Success, other community groups we have built long-term relationships with include Boys & Girls Clubs of America, Junior Achievement and Enactus.

Boys & Girls Clubs of America (BGCA)

Robert Half supports BGCA's Workforce Readiness Strategy and is proud to be the official career partner of their Alumni & Friends program, which provides advice and resources for club graduates just starting their careers. In 2020, a portion of our financial support was designated to fund COVID-19 relief efforts aimed at specific BGCA clubs across the United States.

Junior Achievement (JA)

We partner with JA to provide funding along with Robert Half volunteers in markets across the United States, supporting programs related to education and workforce development. The S.H.E. Leads (Strengthen Her Education) STEM Summit in Northern California is one example.



A Robert Half employee (left) coaches a job seeker at a Dress for Success career bootcamp in the San Francisco Bay Area.



Spotlight: Community Partnership With Enactus

Since 2007, Robert Half has supported Enactus, a global nonprofit that pairs academic and business leaders with college students to create programs that improve the quality of life for people around the world. Each year, we participate in multiple events across North America as exhibitors, subject matter experts and volunteer competition judges.

Through his relationships with Enactus and other student organizations, Paul McDonald, Robert Half's senior executive director and a member of the Enactus U.S. national advisory board, understood that many students had lost summer internships or job opportunities due to the pandemic. He encouraged teams from Robert Half Community Relations, Marketing and HR Product Technology to partner with Enactus and look for creative ways we could help support these students.

The outcome was our Summer Leadership Series. Robert Half supported this pilot program with access to specific online courses in the areas of leadership, business acumen, finance, critical thinking and emotional intelligence.

In May 2020, we supported the Enactus virtual U.S. National Exposition. Andrea Seymour, a Robert Half manager for enterprise leadership development, represented our company at two online student Q&A sessions during the Industry and Opportunity Fair. Many of our employees served as judges for multiple rounds of student project competitions, and Paul McDonald joined a panel presentation, The New Economy in a Post-Pandemic World, that addressed how companies are pivoting to adapt to the unique business climate.

◀ Robert Half senior executive director Paul McDonald (right) greets an Enactus national advisory board member.

i on Hunger

Since 2014, Protiviti's i on Hunger campaign has delivered more than 11 million meals to communities in need around the world. The campaign was designed to bring our employees and clients together to support leading hunger organizations across the globe through meal-packing and meal-delivery efforts. We aim to improve food availability, quality and utilization to help tackle hunger.

Through 2019, i on Hunger activities included meal assembly, food drives, and preparing and serving meals. In 2020, the pandemic gave new purpose to the effort, as so many people were left jobless and unable to provide food and health necessities to their families to the extent they once could. Because group activities weren't possible in person, our teams had to find new ways to work with our nonprofit partners to continue to support those in need.

Protiviti employees pack meals as part of our i on Hunger community service initiative. ▶

AT A GLANCE: i ON HUNGER

	2019	2020	Total Since 2014
Organizations Supported	67	45	196
Countries Involved	21	7	21
Participating Clients	69	3	356
Meals Donated	2,686,763	942,271	11,290,145



Spotlight: i on Hunger in Washington, D.C.

From 2016 to 2019, Protiviti's office in Washington, D.C., partnering with Feeding Children Everywhere (now U.S. Hunger), organized and facilitated large meal-packing events to help those experiencing food insecurity domestically and internationally. More than 1 million meals were physically assembled and packaged by the Protiviti team with the support of more than 25 local companies. The meals were then distributed to those in need, including hurricane victims in the United States and the Caribbean, the Capital Area Food Bank, and local food pantries benefiting veterans.

In 2020, during the pandemic, meal-packing events were not possible. However, Protiviti wanted to continue its efforts to support those in need. Protiviti's Washington office, partnering again with U.S. Hunger and local businesses, raised enough money through employee contributions, company donations and employee matching programs to donate nearly 249,000 meals.

Protiviti interns participate in the i on Hunger community service initiative as part of our 2019 Intern Day of Service. ▶



Employee-Led Volunteering Across the Globe

Robert Half employees are encouraged to plan and participate in volunteer events at the local level.

In 2019, Protiviti professionals participated in a range of remote volunteer programs around the world. The Kansas City office helped host a pet adoption event, providing logistical support and preparing treats for the pets. Teams in eight cities across the United States, from Atlanta to Los Angeles, prepared and served meals at their local Ronald McDonald Houses. Employees from the Amsterdam office served lunch to a group of seniors in partnership with Het Ouderenfonds (The Elderly Fund).

Our employee-led volunteering had to go virtual in 2020. This kept us from volunteering side-by-side, but it allowed us to support a wider range of nonprofits.



A Robert Half employee in our Perth, U.K., office after assembling meals for the Salvation Army.



In Auckland, New Zealand, Robert Half employees volunteer at a Ronald McDonald House, a charity that provides free housing to families caring for their hospitalized children.



Robert Half employees participated in a virtual volunteer event with HandsOn Bay Area, creating no-sew blankets to be donated to a local nonprofit organization.



A Robert Half executive (right) in Paris presents a fundraising check to Odyssea Breast Cancer foundation.

Our Environment



Our company is committed to decreasing our environmental impact and operating in an environmentally sustainable way. Our board-approved **Global Environmental Policy** provides guidance on improving efficiencies within our operations and business practices in the areas of real estate and facilities, business processes, and reporting and awareness.

Strategy

With hundreds of offices across the globe and approximately 13,000 employees worldwide, understanding and monitoring our environmental footprint is a major undertaking. To better focus our efforts, in 2019 we formed an Environmental Committee made up of senior executives from across the enterprise. The committee is responsible for creating and measuring progress toward a corporate sustainability strategy.

Employee Engagement

Our employees are crucial partners in implementing our corporate environmental programs and in helping our customers establish and set **sustainability and ESG programs**. We also encourage staff to support environmental causes and nonprofits in their communities, and Protiviti's Green Team program identifies office leads who are interested in organizing and measuring the impact of environmental initiatives.



Robert Half executives (center and right) and an Emerald Keepers representative in La Jolla, Calif., support the Emerald Green, Ocean Blue pledge.

Reporting and Reducing Emissions

We seek to report our annual greenhouse gas (GHG) emissions in our Corporate Citizenship Report as well as in our annual response to CDP Climate Change, where we also disclose information on our environmental governance practices, climate risks and opportunities, and emissions reductions initiatives, in line with the Task Force on Climate-Related Financial Disclosures (TCFD) framework. We recognize that we have much work to do to reduce our emissions and improve our reporting.

For our emissions calculations, we consider our direct Scope 1 emissions from our fleet and our indirect Scope 2 emissions from our office-based energy consumption. In calculating Scope 3, we can only estimate emissions from business travel at this time.

	2019	2020
Total GHG Emissions (MTCO₂e*)	51,824.85	19,736.41
Scope 1 — Vehicle Fleet	1,754.87	590.11
Scope 2 — Offices	16,962.17	10,672.40
Scope 3 — Business Travel	33,107.81	8,473.90

*Metric tons of carbon dioxide equivalent

Carbon Emissions Reductions

The pandemic presented a number of challenges in the transition to remote work and online meetings, including the effect on our carbon footprint in 2020.

Robert Half is focusing on procuring renewable energy as part of our carbon emissions reductions program. In November 2020, we implemented a green tariff to power all of our offices in France with 100% green electricity, and we have additional green tariffs to add to our portfolio in 2021 across our European offices. We also expect to focus on business travel and ways to increase hybrid and electric vehicles in our global fleet and car rental program.

Robert Half considers risks and opportunities associated with climate change using the Task Force on Climate-Related Financial Disclosure (TCFD) framework. For more information on our climate-related approach, see our [CDP Climate Change response](#).

Reducing Energy Use

Robert Half's global real estate portfolio consists of leased offices, the majority of which are operated under contracts that include our utilities, custodial services and other amenities. We strive to work with our landlords to contribute to sustainability even where we do not have operational control.

Our focus on sustainability extends globally across our offices. In Europe — where we have more control over energy consumption rates and the source of our energy than in the United States — we have our own utility meters in roughly half of our offices. We also complete regular energy audits in France, Germany and the U.K. These are reviewed by certified audit companies and help us generate proposals for further improvement.

In 2019, we completed a renovation of our print center in Ankeny, Iowa, which prints business cards and stationery, legal documents, various

marketing collateral, and other materials for Robert Half and Protiviti offices in North America. By converting all fluorescent and metal halide light fixtures to compact LEDs with occupancy sensors, the project will provide an estimated energy savings of 65,877 kilowatt-hours per year.

When relocating an office or choosing a new location, we prioritize environmentally certified buildings and consider factors like proximity to public transportation and walkability. We also seek to purchase only Energy Star certified appliances for office kitchens and lounges.

In addition, our migration of data to the cloud has resulted in fewer on-site servers. This shifts some of the energy use to our cloud providers, but they handle data from multiple customers — a more efficient process because it requires less energy use than if each business maintained its own on-site servers. We view the cloud migration services offered by Protiviti to its clients as an opportunity to reduce the energy footprint of many other companies.

Recycling and Waste Management

We have taken steps to decrease waste across all offices and to track and manage waste streams specific to certain products, such as electronic waste and office furniture. In 2019 and 2020, as in years past, we continued to work with our vendors to install recycled carpet tile, recycle carpet materials after use, and recycle most laptops, monitors and other electronic waste. Additionally, we took steps to further decrease the quantity of single-use plastics and aluminum cans in our offices. In Europe, we replaced free soda vending machines with watercoolers that measure the quantity of plastic bottles the removed machines would have used. In one of our Belgium offices, for example, we have saved more than 24,000 plastic bottles since the installation of watercoolers in October 2019.

A side benefit of our transition to digital processes and our move to remote work was a significant decrease in the amount of office and break room supplies we purchased in 2019-2020. Our commitment to both sustainability and digital transformation are ongoing and far broader, of course. Even as some of our Robert Half professionals return to the office, we will continue making investments in our leading-edge digital processes because of the customer service and competitive advantage they bring us.

	2019	2020
Total Reams of Paper Purchased*	33,461	7,981
Toner Cartridges Purchased**	3,110	788

*Paper reams include paper purchased by the company through national procurement contracts in the United States and Canada. This refers to 8.5 x 11 white paper products used in our offices and our print center and does not include specialty paper or envelopes.

**Toner cartridges include our printer lease agreements and direct company purchases, but not toner used at our print center.

AT A GLANCE: RECYCLING ELECTRONIC WASTE IN UNITED STATES

Pounds of e-waste recycled*

2019	2020
32,112	14,302

*North America only; includes electrical and electronic devices recycled by our e-waste vendors

Supplier Engagement



Robert Half works with suppliers that can meet our business requirements for scale, service quality, competitive pricing and innovation. We prioritize suppliers that align with our company's values and have taken steps to support ethical behavior, sustainable business practices and diversity across our supply chain.

Sustainable Procurement

As a talent solutions and consulting firm, most of our suppliers are software and services providers and office products retailers. We are committed to doing our part to support a more sustainable supply chain and working with our partners amplifies the impact we can have.

In 2020, we launched a **Sustainable Procurement Policy** to clarify our expectations of suppliers and reinforce our commitment to social and environmental practices. We then updated our

Supplier Code of Conduct and supplier master services agreements to reference the Sustainable Procurement Policy and require all suppliers who make a request for proposal to agree to our terms. We also created a supplier survey to better assess suppliers' efforts to maintain a safe and healthy work environment, support diversity, and operate sustainably.

Supplier Inclusion Initiative

Our Supplier Inclusion Initiative was established in 2004 to support small businesses and those owned by underrepresented groups. It includes a list of targets to assist us in measuring our purchases from small and diverse businesses.

In addition to our purchasing targets, we provide diverse suppliers with training and networking opportunities to support their long-term success.

We also strongly encourage our community alliances and suppliers to work with diverse suppliers themselves.



Robert Half professionals gather at the Women's Business Enterprise National Council (WBENC) trade show.

SUPPLIER INCLUSION AT A GLANCE

The following table represents the portion of our overall U.S. spend that is directed at diverse businesses annually:

	2019	2020
Percent of Total Addressable Spend Supporting Diverse Businesses*	38%	41%
Small Business**	36%	40%
Women	8%	9%
Minority***	16%	17%
Veteran	1%	2%
LGBTQ+	<1%	<1%

*The subcategories listed are not mutually exclusive; companies may fit into two or more categories. As such, percentages shown for subcategories overlap and do not add up to the total diversity spend figure.

**We include small businesses in our definition of diverse businesses even though not all small businesses are owned by women, racial minorities, veterans or LGBTQ+ persons.

***Minority as defined by the U.S. federal government

Supplier Inclusion Accolades

Our Supplier Inclusion Initiative received the following recognition during 2019 and 2020:

- Women's Enterprise USA: Best of the Decade in Supplier Diversity (2019-2020)
- Minority Business News USA: All-Stars of Supplier Diversity (2019-2020)
- Women's Business Enterprise National Council: Top Corporation for Women's Business Enterprise (2015-2019)
- Diversity Plus Magazine chose Kathleen Trimble, vice president — Supplier Inclusion, as one of the Top 25 Women in Power Impacting Diversity (2020)
- DiversityComm, publisher of six national diversity-focused magazines, awarded Robert Half the following accolades:
 - U.S. Veterans Magazine Best of the Best: Top Supplier Diversity Program (2014-2020)
 - Black EOE Journal Best of the Best: Top Employer (2015-2020) and Top Supplier Diversity Program (2013-2020)
 - HISPANIC Network Magazine Best of the Best: Top Employer (2014-2020) and Top Supplier Diversity Program (2013-2020)
 - Professional WOMAN'S Magazine Best of the Best: Top Employer (2014-2020) and Top Supplier Diversity Program (2013-2020)

ESG Metrics: Sustainability Accounting Standards Board (SASB) Table

SASB Metric	Topic	Accounting Metric	2019 Robert Half Response	2020 Robert Half Response
SV-PS-230a.1	Data Security	Description of approach to identifying and addressing data security risks	Cybersecurity	
SV-PS-230a.2	Data Security	Description of policies and practices relating to collection, usage, and retention of customer information	Robert Half Privacy Policy	
			Protiviti Privacy Policy	
SV-PS-230a.3	Data Security	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	In FY19, there were no material data breaches that required disclosure in our public SEC filings.	In FY20, there were no material data breaches that required disclosure in our public SEC filings.
SV-PS-330a.1	Workforce Diversity and Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	See Page 28	
SV-PS-330a.3	Workforce Diversity and Engagement	Employee engagement as a percentage	Not available enterprisewide	See Page 14

SASB Metric	Topic	Accounting Metric	2019 Robert Half Response	2020 Robert Half Response
SV-PS-510a.1	Professional Integrity	Description of approach to ensuring professional integrity	<u>Business Ethics</u>	
			<u>Code of Business Conduct and Ethics</u>	
SV-PS-510a.1	Professional Integrity	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	In FY19, we did not have any material monetary losses as a result of legal proceedings associated with professional integrity that required disclosure in our public SEC filings.	In FY20, we did not have any material monetary losses as a result of legal proceedings associated with professional integrity that required disclosure in our public SEC filings.
SV-PS-000.A	Activity Metric ¹	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	In 2019, the Company had approximately 16,000 full-time internal staff, including approximately 4,500 employees engaged directly in Protiviti operations. In 2019, the Company placed approximately 205,600 engagement professionals on assignments with clients.	The Company had approximately 13,000 full-time internal staff, including approximately 5,000 employees engaged directly in Protiviti operations. In addition, the Company placed approximately 150,500 engagement professionals on assignments with clients during 2020. ¹

¹ Please see our [Annual Proxy Statement](#).

Call us today
1.855.337.7651

roberthalf.com

