

A Shared Journey to Inclusivity



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INTRODUCTION

Committing to an ever-evolving journey in the pursuit of creating a diverse and inclusive workplace is at the core of Robert Half's diversity, equity and inclusion (DEI) approach. We are invested in making long-term, sustained progress to help drive positive change across our global enterprise and in the many communities where we live and work.

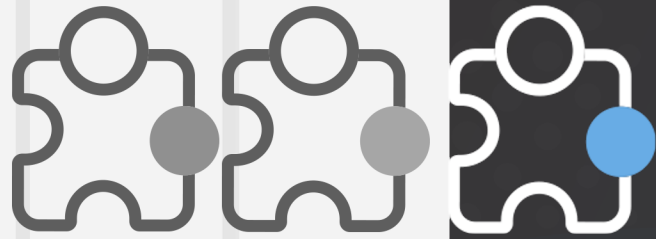
Anchoring DEI to our values and embedding it through targeted programs, policies and initiatives have positively impacted our corporate culture. Listening intently to our people and providing increased transparency to our efforts helps us achieve meaningful progress as we strive to build a more representative and inclusive workforce experience.

This report aims to provide considerations for businesses on their DEI journey. It is informed by Robert Half's own discoveries and DEI progress as a global talent solutions firm. In sharing our story, we hope to inspire collective impact as we learn together how to build a more inclusive tomorrow.



Susan Haseley
Chief DEI and ESG officer
at Robert Half





PART 1:

A Philosophy of Inclusion and Belonging

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Disruption and change in recent years stemming from the pandemic, social movements and other global events have drawn attention to how DEI can drive transformative workplace change.

Creating and Sustaining a Strategy

Organizations can start or enhance DEI efforts by examining composition, culture, policy and process areas in need of improvement.

Analyzing a firm’s philosophy and process for recruiting and retaining talent, including an audit of whether career opportunities are available to everyone, will clarify a path to implementing and sustaining an effective DEI strategy.

To define the DEI path, soliciting input from people at all levels of the organization gives every employee a stake in the process.

Setting a North Star to Guide DEI Efforts

At Robert Half, our aim is to create a dynamic workplace where our people can connect with each other, thrive through opportunities, and grow in the communities where we live and work. We are dedicated to the well-being of our employees while fostering career options and connections and the positive change they bring to our business and our communities.

Our leaders understand the individual and collective roles they play in fully embedding DEI principles and creating a culture of belonging throughout the company. To successfully guide the process, they recognize the need to pause and take a long-term critical approach to this work.



PART 1: A Philosophy of Inclusion and Belonging

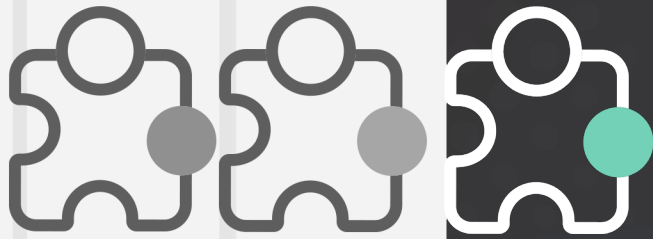


“ Diversity, equity and inclusion are business imperatives. As organizations focus on increasing diversity, it’s critical to devote the same level of attention, if not more, to creating the foundation that enables it. Firms must commit to making consistent, proactive efforts to expand talent pipelines and upskill their workforce to fuel lasting impact and sustainable success for all employees. ”



Gianni Cook
Diversity outreach specialist
at Robert Half





PART 2:

Laying the Foundation

PART 2: Laying the Foundation

The Role of DEI in the Future of Work

More than ever, professionals today seek to work for a business whose values align with their own. In a Robert Half survey of workers in Canada, seventy-eight per cent of respondents said DEI is an important requirement when deciding to accept a role at a company.¹ This makes attracting and retaining diverse talent paramount.



DEI initiatives can help hiring managers and company leadership attract the talent they need. The recruitment process could be enhanced by training managers on topics such as using inclusive communication, counteracting unconscious bias and prioritizing representation on hiring panels.

The good news for employers and workers today is that there is a wealth of opportunity for organizations to build a more diverse and inclusive workforce. The rise of flexible work, including remote and hybrid arrangements, allows businesses to hire people no matter where they live. And the deeper the talent pool, the more likely it is to include greater numbers of job candidates from historically underrepresented communities.

“ Creating a culture of inclusion and belonging requires intentional and coordinated leadership, employee trust and buy-in, and good workplace design. It’s important for people to become familiar with the many organizational structures, processes and practices that impact DEI outcomes and to know how to work within or outside of those structures to effect meaningful change. ”



Kacey Jones
Senior manager of DEI
at Robert Half



¹Source: Robert Half 2022 survey of more than 500 Canadian workers



PART 2: Laying the Foundation

“ When a vision and values are effectively operationalized into a compelling DEI philosophy and strategy, they serve as a set of guidelines that enable internal and external actions to be consistent in the eyes of employees, stakeholders and prospective candidates. ”



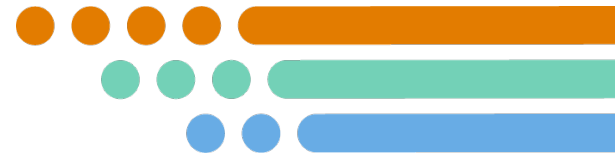
Alfredo Mendez
Vice president of DEI and
community at Robert Half



Operationalizing DEI

By leveraging the infrastructure of human resources (HR) and an environmental, social and governance (ESG) program, DEI leaders can integrate their efforts into assessment and developmental practices and policies. That’s why, in addition to creating a philosophy and setting clear standards for behaviour and business practices, organizations should consider collaborating across teams to operate cohesively in alignment with the DEI vision and values and to avoid initiatives that could be perceived as a single, one-off change effort.

Businesses can make meaningful progress toward their DEI goals with the right vision, strategy and structure along with an engaged workforce. A strong foundation will help ensure initiatives are supported by the appropriate level of resources, authority and cross-functional collaboration. Even a small or midsize business can embed DEI to better coordinate, collaborate and empower teams to create inclusive workplace cultures across an organization.



[See Robert Half’s ESG Report >](#)



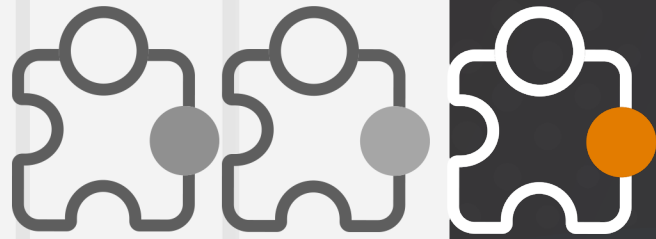
Infuse DEI Throughout the Organization

DEI, ESG and HR leadership have wide-ranging impacts on culture and attracting, retaining and developing top talent. Leaders of these teams can standardize hiring practices to support inclusion and belonging. Reducing bias and eliminating discrimination requires equitable processes and procedures, responsive feedback loops, and clear expectations for behaviour.

Businesses of any size can use practices such as the following to guide their recruiting strategy:

1. Partner with associations, alliances, affiliations, colleges, universities and job boards to promote workplace inclusion and belonging
2. Continue to network with these organizations through social media, potentially establishing collaborative DEI campaigns
3. Make representation a priority in recruiting and building diverse candidate pools
4. Identify DEI successes and opportunities in hiring processes and internal talent management within the company
5. Embed DEI training into hiring processes, core learning and development programs





PART 3:

Making the Employee Connection

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Gain Employee Support for Building an Inclusive Culture

In addition to establishing a DEI philosophy and developing policies and best practices, building an inclusive workforce depends on employee buy-in, and that requires continuous learning and listening. Soliciting and implementing employees' feedback whenever possible provides them with a voice and helps programs evolve to match both their needs and the organization's.

As employees become invested in the process of achieving organizational representation and inclusion, communicating with them regularly helps ensure the sustainability of a firm's initiatives.

Effective DEI communication and advocacy requires planned, purposeful and clearly stated messaging. DEI best practices can be shared companywide through emails, the intranet and departmental meetings.

Robert Half continually strives to improve the way we set expectations for behaviour and communicate our support for DEI initiatives to employees. Here are some practices we find helpful:

- Conduct audits of our website content to verify whether the language is inclusive and welcoming
- Create psychologically safe spaces where all employees can express themselves freely and without fear of emotional harm
- Deliver content on effective DEI communication strategies to employees, clients and candidates
- Use surveys and other methods to solicit feedback that helps us develop and improve our programs



PART 3: Making the Employee Connection

Be Mindful of Evolving Language

Language shapes culture, and empathetic communication helps support people in an uncertain and ever-evolving world. Taking a thoughtful and holistic approach to how we speak increases the comfort level of individuals in historically underrepresented communities. Replacing “disability” with “accessibility” is a basic example of an organizational culture of inclusion that’s reflected in its language.



“ Language shapes one’s sense of belonging in the workplace and has the power to intentionally include or unintentionally exclude. Communication plays a role in shaping inclusiveness, as it allows organizations to resonate with diverse audiences by speaking and writing in impartial ways, demonstrating respect and compassion. ”



Katsuhiko Furuyama
Senior human resources
business partner at Robert Half



PART 3: Making the Employee Connection

Create Inclusive Spaces

Designing DEI-related initiatives and supporting diverse groups and celebrations are ways a company can demonstrate commitment to an inclusive workforce and cultivate awareness. If a firm has limited resources, activities such as mentoring, volunteering and building external alliances can serve as good places to start.

One example of how Robert Half is increasing DEI awareness is through our Employee Network Groups (ENGs). Employee-driven, our ENGs provide a safe space for discussions, ideas and concerns. Events and programs range from podcasts, conversation series and mentoring activities to community outreach, external guest speakers and companywide live streams, often attended by thousands.

Our ENGs are created and led by employees around the world. Funded and resourced to align with our enterprise values, they are an example of how we prioritize DEI. These groups lead learning opportunities related to stewarding equitable systems, creating inclusive environments, and helping people become effective peers and leaders for employees at all levels.





Why We're Sharing Our Journey

We believe that making DEI a priority carries many benefits. It can help strengthen a company's reputation and help it stand out as an employer of choice for professionals seeking a workplace that is diverse and inclusive.

Of course, we recognize that what works well at Robert Half might not be the best approach for other firms. But we hope that sharing our story can inspire companies to develop an effective approach toward building greater inclusion and belonging across their organization.



Why We're Sharing Our Journey

Recognition for Our DEI Progress

Following are some recent accolades Robert Half has earned:

- Bloomberg Gender-Equality Index
- Forbes — Best Employers for Diversity
- Forbes — Best Employers for Women
- Forbes — World's Top Female-Friendly Companies
- Fortune — Best Workplaces for Women
- Human Rights Campaign Foundation — Best Places to Work for LGBTQ Equality
- Great Place to Work — Canada's Best Workplaces for Inclusion
- Great Place to Work — Canada's Best Workplaces for Women



How a Diverse Workforce Is Working at Robert Half

Total employees in internal workforce:	Total leaders and managers in internal workforce:
By gender (global):	By gender (global):
• 54.4% Female	• 47.1% Female
• 44.9% Male	• 52.2% Male



Source: Leading With Integrity: Environmental, Social and Governance Report 2022, Robert Half





About Robert Half

Robert Half (NYSE: RHI) is the world's first and largest specialized talent solutions firm that connects opportunities at great companies with highly skilled job seekers. Offering contract and permanent placement solutions in the fields of finance and accounting, technology, administrative and customer support, legal, and marketing and creative, Robert Half has more than 300 locations worldwide. Robert Half is the parent company of Protiviti®, a global consulting firm that provides internal audit, risk, business and technology consulting solutions. Robert Half, including Protiviti, has been named to Fortune's Most Admired Companies and 100 Best Companies to Work For lists and the Forbes Best Employer for Diversity list. Explore our comprehensive solutions, research and insights at roberthalf.ca





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