
Corporate Citizenship Report 2019





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From the Chairman and CEO



Chairman and CEO Max Messmer

Robert Half strives to offer job seekers a sense of dignity and empowerment in their job search and to connect company leaders with the skilled talent they need for their business to grow and thrive.

Because of this keen focus on people, it is impossible to separate our business goals from our goal to be a socially responsible corporate citizen in the communities where we operate. These priorities are as

intertwined with each other as they are with the personal satisfaction our employees derive from knowing their day-to-day work helps people in important ways.

This report describes our efforts to have a positive impact around the world, from our commitment to promoting inclusion and diversity in the workplace and our talent development programs to our global philanthropic activities. The

report also provides an overview of our operations and governance, as well as our environmental sustainability practices — topics we know are of special interest to our stakeholders, including our employees, customers, investors and communities.

I believe that the very personal nature of our business and our firm commitment to our communities are key reasons outstanding people choose to work with us. They are

what allow us to attract talented people with diverse backgrounds and experiences who are motivated to help Robert Half continue to evolve and innovate.

Sincerely,

Harold M. Messmer, Jr.
Chairman and Chief Executive Officer

Our Mission, LEAD Principles and ESG Approach



Robert Half employees at our main Corporate Services campus in San Ramon, Calif.

- Robert Half Mission Statement
- Our LEAD Principles
- Environmental, Social and Governance Best Practices

What does it mean to be a responsible corporate citizen? At the most basic level, it means treating people with respect, considering how our operations may affect them and offering our help whenever possible.

Our company may be a *corporate* citizen, but as personal citizens, we are people just like you. Our desire to be socially responsible is such a central part of who we are that it is a cornerstone of our company Mission Statement.

Robert Half Mission Statement

- Help businesses grow by matching the right talent to their specialized staffing and consulting needs, and build rewarding careers for the professionals we place
- Create a work environment where employees can thrive and innovate
- Adhere to a philosophy of “Ethics First” in everything we do
- Be a socially responsible corporate citizen and an active participant in the communities in which we live and work

Our LEAD Principles



LEADERSHIP BY EXAMPLE

PROVIDE others with opportunities for growth, and offer support and encouragement to ensure their success



ETHICS FIRST

ADVOCATE for and recognize honesty, truth and fairness in all aspects of our work



AN OPENNESS TO NEW IDEAS

IDENTIFY opportunities to increase effectiveness or revenue through innovation



DEDICATION TO EXCELLENCE

TAKE a service-oriented approach when working with colleagues or outside customers and business partners

Protiviti, our internal audit and risk consulting subsidiary, is committed to the company's LEAD Principles and three complementary core values:

INTEGRITY

We commit to do the right thing in all situations.

This extends to how we advise and behave with our clients, treat each other as colleagues, ethically steward our company, and contribute to the communities in which we live and work globally.

INCLUSION

We succeed through teamwork, diversity and respect for each other.

We operate in a highly collaborative manner where all viewpoints are heard and valued. We recognize and promote flexibility as essential to supporting our people.

INNOVATION

We expect, value and deliver new ideas and approaches.

Our innovation is borne out of our passion for our clients' success.

These values are integral to Protiviti's organizational culture and efforts to help clients around the world face the future with confidence.

Environmental, Social and Governance Best Practices

Our ESG Mission Statement

Robert Half helps people find rewarding work and clients find the right talent to grow their businesses, and our goal is to adhere to the highest ethical standards while doing so. This commitment is reflected in our policies and programs that support universal human rights; respect the diversity of our employees, customers and business partners; form the foundation of our philanthropic endeavors; and protect the environment in the communities we serve.

To ensure that we are addressing all aspects of corporate responsibility, we evaluate our operations and business practices using an Environmental, Social and Governance (ESG) framework. Our ESG approach allows us to more effectively assess our policies, programs and performance across a wide range of issues, from risk management to employee engagement to our environmental footprint.

We are also expanding our ESG reporting efforts to increase transparency and assure crucial stakeholders — including our employees, clients and investors — that we are following best practices. In the last year, we have reported to a wide range of ESG benchmarking groups, including [Institutional Shareholder Services Inc.](#), [CDP](#), [RobecoSAM](#), [Bloomberg](#) and [MSCI](#).

This more holistic approach is reflected in the breadth of our new ESG mission statement.

By becoming a signatory of the [United Nations Global Compact](#), the world’s largest corporate sustainability initiative, Robert Half has pledged to operate in alignment with 10 universal sustainability principles in the areas of human rights, labor, environment and anti-corruption. We have also committed to submit an annual Communication on Progress to report our goals and achievements related to these four areas.

We are also proud of Protiviti’s role as a founding member of the [Sustainability Accounting Standards Board \(SASB\) Alliance](#), a group of organizations that develops best practices for integrating material sustainability information into existing processes. [The SASB Foundation](#), which develops and disseminates sustainability accounting standards, oversees the alliance.



Advancing Ethical Business Practices

In 2018, Robert Half became a member of The Ethisphere Institute’s Business Ethics Leadership Alliance, a globally recognized organization of leading companies collaborating on best practices in governance, risk management, compliance and ethics.



How We Diversify, Develop and Engage Our Workforce

Robert Half payroll professionals in Groot-Bijgaarden, Belgium

- Inclusion and Diversity
- Professional Development for Our Employees
- Health and Safety Training for Our Workers
- Our Employee Recognition Programs
- Benefits Designed to Support Our Workforce
- Robert Half: A Top Place to Work

Being a responsible corporate citizen includes providing our own employees with a great work environment, connecting them with opportunities to grow, and giving them the support they need to achieve work-life balance and well-being.

Our ability to do all of those things successfully stems in part from [our commitment to equal opportunity](#), as well as our efforts to create an [inclusive and diverse workplace](#).

Robert Half provides equal access to opportunities and advancement regardless

of an individual’s ancestry, race, color, religious creed, sex, pregnancy, genetic information, sexual orientation, gender, gender identity (including transgender) or expression, age, marital status, medical condition, mental or physical disability, national origin, citizenship/immigration status, military or veteran status, or any other protected status under applicable laws.

Nondiscrimination clauses are part of the employee handbook and policy certifications in each country where we operate, and

employees in several countries — including the United States and Canada, where most of our staff work — participate in mandatory annual awareness training.

Our commitment to equal opportunity has been central to our company from the beginning. Our founder, Robert Half, helped drive positive change in the employment industry by speaking out against discriminatory recruiting and staffing practices prevalent in the 1960s. See About Robert Half on Page 37 to learn more.

Inclusion and Diversity

In our relationships with job candidates and clients, external organizations, community members, and each other, we learn about the diverse backgrounds of those we serve and support. This contributes to a more dynamic and inclusive environment at Robert Half.

Our vision is to foster a corporate culture where all people can:

- **Connect** to our core values with a strong sense of belonging
- **Thrive** through opportunities for personal and professional growth and success
- **Grow** by embracing our differences and appreciating the unique contributions that each of us brings to work

Our inclusion and diversity programs have always been shaped around the interests and priorities of our employees.

In 2018, our company participated in more than 100 external diversity-related events in the United States and Canada, including diversity career fairs, conferences and workshops organized by groups our company has alliances with. These efforts resulted in new business,

candidate placements, internal hires, and engagement and exposure for our employees. For examples of these alliances and other strategic partners, see list at right.

In 2019, Robert Half launched a new inclusion and diversity strategy to elevate and synchronize our efforts across the enterprise. The new global strategy is led by our Director of Inclusion and Diversity and an executive steering council. Together, they are responsible for identifying opportunities to increase cultural diversity and awareness and build a stronger sense of belonging among our employees.

For the past three years, Robert Half has been named to the Human Rights Campaign Foundation’s “Best Places to Work for LGBTQ Equality” list, earning a score of 100% on the foundation’s Corporate Equality Index.

We were also included on Bloomberg’s 2019 Gender-Equality Index for our commitment to transparency in gender reporting and advancing women’s equality in the workplace. Additionally, Robert Half was named to Forbes’ “Best Employers for Diversity” list for 2019.

External Strategic Partners

We are affiliated with the following organizations that provide recruiting and networking opportunities that advance our inclusion and diversity efforts:

- Accounting & Financial Women’s Alliance (AFWA)
- AnitaB.org — Grace Hopper Celebration
- Ascend — Pan-Asian Leaders*
- Association of Latino Professionals For America (ALPFA)*
- Calgary Immigrant Women’s Association (CIWA)
- Corporate Gray — Competitive Edge Services, Inc.
- Creating IT Futures
- DirectEmployers Association
- Fairygodboss*
- Hirepurpose
- Le Label Diversité
- Military Spouse Employment Partnership (MSEP)
- National Association of Black Accountants, Inc. (NABA)*



Robert Half Legal and OfficeTeam staffing professionals in Denver

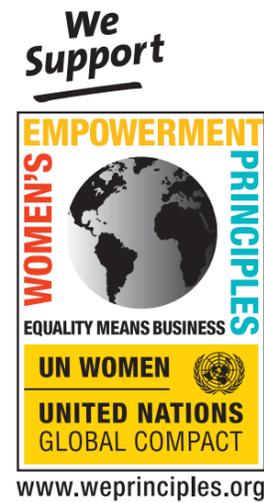
- NPower
- Out & Equal*
- Upwardly Global
- Women in Cybersecurity (WiCyS)**
- Year Up

*Robert Half and Protiviti partner
**Protiviti partner only

EMPOWERING WOMEN IN THE WORKPLACE — AND BEYOND

Women’s Empowerment Principles

In 2018, Robert Half signed a statement of support for the [Women’s Empowerment Principles](#) (WEPs), a joint initiative of the United Nations Global Compact and the [United Nations Entity for Gender Equality and the Empowerment of Women](#) (UN Women). The seven WEPs build on the United Nations Global Compact’s principles by providing best practices for advancing gender equality and empowering women in the workplace, marketplace and community.



Principle 5, for example, encourages the implementation of enterprise development, supply chain and marketing practices that empower women. Robert Half has shown leadership in this area for many years. Read more about our Supplier Inclusion initiative on Page 12.

Women’s Leadership Program

In 2019, Robert Half 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.

International Women’s Day

Robert Half recognized International Women’s Day in March 2019 with the employee webinar Balance: Work, Life, Moving Ahead. The panelists — three of our executives who had been named to Staffing Industry Analysts’ 2018 Global Power 150: Women in Staffing — shared stories from their professional and personal lives. More than 1,100 employees participated.



Professional Staffing Services team members at the Los Angeles Business Journal Women’s Council & Awards

Women at Robert Half

Female employees in Robert Half’s staffing business at the end of 2018

58% of our global workforce

57% of new employees

56% of management roles

40% of our IT and engineering workers

56% of employees promoted

INCLUSION AND DIVERSITY AT PROTIVITI

Protiviti's success is predicated on our employees feeling like they are part of a collaborative and interconnected team. Our inclusion and diversity programs are designed to attract, develop and retain the most talented professionals in the market regardless of race, gender, age, sexual orientation or any other dimension of diversity. We believe this is not only inclusive and fair, but it also allows Protiviti's global team of professionals to bring unique perspectives to our clients' initiatives.

Protiviti CEO Joe Tarantino has signed the pledge for CEO Action for Diversity & Inclusion, which encourages businesses to work across organizations, sectors and geographies to advance inclusion and diversity in the workplace. Protiviti employees, too, can opt to take the I Act On pledge — or participate in the Day of Understanding and Taking Action Together campaigns — to tackle bias and cultivate more inclusive behaviors.

The employees in our Diversity Champions Network help design and implement our diversity programming. They serve as change agents, connecting people on a local level — through

events, educational programming and Employee Network Groups (ENGs) — to our company's commitment to inclusion and diversity.

Our Inclusion and Diversity Steering Committee provides strategic direction and support to employees' grassroots efforts. The committee is composed of Protiviti managing directors from around the globe and key leaders in human resources. It is gender-balanced and includes representatives from diverse backgrounds.

Protiviti also works to empower and engage women in our workforce through networking events, conferences and awards; Women in Leadership panels, hosted internally and externally; leadership pipeline discussions during each promotion cycle; and activities and educational sessions sponsored by the Protiviti network group iGROWW (Initiative for Growth and Retention of Women at Work). iGROWW includes a subgroup, GET IT, that focuses on gender equality in information technology (IT).



Protiviti's Fort Lauderdale team members at their competitive bubble soccer match



Protiviti consultants attend an ALPFA (Association of Latino Professionals For America) conference

Protiviti Employee Network Groups

To pursue the initiatives they're passionate about, Protiviti employees take part in these ENGs:

- Experienced Hire Network
- GET IT
- iGROWW
- iMatter
- Latino Employee Network Group
- Multicultural Employee Network Group
- Parents Network
- ProPride Network
- Veterans Network

THE ROBERT HALF VETERANS INITIATIVE

Robert Half’s decades of experience in staffing make us a valuable resource for U.S. military servicemen and -women as they enter the civilian workforce. Through the Robert Half Veterans Initiative, we provide U.S. veterans and military families with career resources and guidance through our global office network. We help veterans launch rewarding careers with companies across the United States — and around the world.

We encourage our staff to connect veteran candidates with opportunities that are a good fit for them, either within our organization or at our clients’ businesses. On our intranet, we offer a range of interactive courses to help our employees better understand the challenges that military veterans and their family members may face during a transition to the civilian workforce.

One of the key resources Robert Half offers to veterans is our [military skills translator](#), which matches military job titles or codes with civilian positions available at our company and

our clients’ organizations. We worked with the nonprofit DirectEmployers Association to create this online tool.

In 2018, Robert Half employees were active in a number of programs centered on veterans, including career fairs, internal open houses and events, presentations, mock interviews, and resume reviews. Several of our employees have cultivated relationships in their local areas with organizations that support the military community, including Hire Heroes USA, Opportunity Inc., Centurion Military Alliance, and Fleet & Family Support Center.

Robert Half greatly appreciates veterans’ service — and that of their families — to our country. Many staff members have personal connections to veterans or active service members. Also, many Robert Half and Protiviti employees are veterans themselves, and we are proud to honor them for their service, especially on Veterans Day.

See [The Robert Half Veterans Initiative](#) report to learn more about our work with veterans and their families.



Robert Half was named to the list of “Best of the Best Top Veteran-Friendly Companies” by U.S. Veterans Magazine (2014-2019).



Robert Half Technology staffing professionals, both U.S. military veterans, at our Albuquerque, N.M., office

Veteran Organization Partners

Our relationships with the following organizations enhance our outreach to veterans:

- Hirepurpose
- Hiring Our Heroes
- Microsoft Software & Systems Academy (MSSA)
- Military Spouse Employment Partnership (MSEP)
- NPower

SUPPLIER INCLUSION

Our Supplier Inclusion initiative supports the promotion, growth and development of small businesses and minority-, woman-, veteran-, disabled veteran-, and LGBTQ-owned firms. This initiative was launched in 2004.

Robert Half is committed to inclusive procurement practices that create long-term benefits for our communities. Small and midsize businesses make up the majority of our staffing clients, so we understand the importance of providing vendors of all sizes with the opportunity to compete for our business. We strive not only to expand our own pool of small and diverse suppliers but also to encourage our larger vendors to use small and diverse providers themselves.

Robert Half supports and engages as a corporate member or partner with many national organizations, including the [National Minority Supplier Development Council](#), [Women’s Business Enterprise National Council](#), [National LGBT Chamber of Commerce](#) and [U.S. Veteran Business Alliance](#). We also have board affiliations with several local and regional organizations. For more information on our Supplier Inclusion initiative, see the [Supplier Relations](#) page on our website.



A diverse business enterprise refers to a business that is at least 51% owned by a member of a minority group, including African Americans, Asian Americans, Hispanic Americans, Native Americans, LGBTQ, veterans and disabled veterans. A woman- or women-owned business refers to a business that is at least 51% owned by a woman or women.

Supplier Inclusion Recognition

We’re proud of the recognition our Supplier Inclusion initiative has received over the years. Following are some of our recent accolades:

- Black EOE Journal — “Best of the Best Top Supplier Diversity Programs” (2013-2019)
- HISPANIC Network Magazine — “Best of the Best Top Supplier Diversity Programs” (2013-2019)
- Western Regional Minority Supplier Development Council — inaugural “Legend Award,” Kathleen Trimble, vice president of supplier inclusion, Robert Half (2019)
- American Institute of Diversity and Commerce — “Women’s Business Enterprise Hall of Fame,” Kathleen Trimble (2018)
- Minority Business News USA — “Champions of Supplier Diversity” (2018)
- Professional Woman’s Magazine — “Best of the Best Top Supplier Diversity Programs” (2013-2018)
- U.S. Veterans Magazine — “Best of the Best Top Supplier Diversity Programs” (2013-2018)
- Women’s Business Enterprise National Council — “Top Corporations for Women’s Business Enterprises” (2016-2019)
- Women’s Enterprise USA — “Top 100 Corporations of the Year” (2018)

Professional Development for Our Employees

Robert Half’s and Protiviti’s online professional development programs help provide our global staff with the resources they need to build their leadership and professional skills. Employees can create their own learning paths by incorporating both self-directed and guided approaches throughout their careers.

Using our Learning Management System (LMS), global team members accessed more than 23,400 training courses, videos and books in 2018. Job candidates who are registered with us can also take advantage of these online learning tools.

Our performance management process emphasizes goal setting and continual feedback. Employees use competencies — skills and behaviors associated with effective performance — to guide their selection of courses and assist in identifying areas for growth. Leaders also can enroll in tailored developmental programs.

MENTORING AND ONBOARDING AT ROBERT HALF

RH United Leadership Exchange, our internal mentoring program, provides mentor partnerships to newly promoted and newly hired leaders and has engaged more than 2,000 managers globally. Equivalent mentoring opportunities are also offered to our other professional staff.

Mentors serving in the program represent about 35% of our leadership population, many of them former mentees who volunteer to help others in ways they found so valuable during their own transitions. The experience continues to be viewed as mutually beneficial, and participants’ skills are strengthened by sharing unique experiences during their 12-week partnership.

In 2018, we built upon our mentoring culture with our company onboarding experience. Newly hired employees are partnered with a

Workplace Peer to assist in the exchange of knowledge and support the transition into our workplace culture.

New opportunities to further develop mentoring at Robert Half are continuing in 2019. We will pilot the Advisory Exchange, which focuses on small group mentoring circles around the world.

Professional Development



23,400 courses, videos and books accessed by employees through our LMS online tool in 2018



106,700 courses, videos and books accessed by our temporary professionals through online training in 2018



2,000 global participants in the RH United Leadership Exchange



35% leaders serve in the mentor program

COLLEGE RECRUITING AND INTERNSHIPS

Robert Half’s Corporate Services College Intern Program creates summertime opportunities for students interested in careers in IT, accounting, operations, marketing, human resources and other fields. Summer interns work on projects, participate in training sessions, meet with leadership and practice presentations to acquire skills critical to business success. Our interns can later shift their experience from learning to teaching when they become student advisers at Robert Half’s High School Career Lab in San Ramon, Calif.

Protiviti’s Intern Program is the backbone of its campus recruitment. It introduces interns to the company’s strategy and culture with a goal of transitioning them into full-time hires at the conclusion of the program. Protiviti’s Intern Program has been ranked on Vault’s “50 Best Internships” list since 2016.

Each year, Protiviti’s interns support our communities through an annual Intern Day of Service. From packing meals to cleaning local beaches to spending time with those in need, Protiviti and its interns have provided thousands of hours of community service.

ONBOARDING AND IMMERSIVE TRAINING AT PROTIVITI

Protiviti’s innovative onboarding program, Passport to Protiviti, uses technology and in-person experiences to help new employees make a smooth transition to the company. The program starts when a candidate accepts a Protiviti job offer and continues until that person’s one-year anniversary with the organization.

Protiviti also offers immersive training programs called Challenge Schools, which are often attended by executive team members, including

Protiviti’s Tarantino. Challenge Schools focus on building proficiency through real-world scenarios in a case-based learning environment. Sessions are tailored to each level in Protiviti’s career model and provide a unique opportunity for the company’s global workforce to come together, share knowledge and connect as a team.



Robert Half summer interns at the main Corporate Services campus in San Ramon

Health and Safety Training for Our Workers



Training facilitated by regional management at Robert Half Corporate Services in San Ramon

Robert Half is an equal opportunity employer and is committed to our policies against discrimination, harassment and sexual harassment. We are equally committed to staff safety and security.

To help our employees understand the fundamentals of workplace safety and inclusion, all North American employees are required to complete a scenario-based Awareness Training upon starting at Robert Half and every year thereafter. The training is designed to support a diverse, inclusive and safe workplace, and the curriculum covers basic safety rules, as well as best practices and procedures for recognizing workplace discrimination, harassment and other risks. Following training, participants should be able to:

- Understand our policies against discrimination and harassment in the workplace
- Accurately identify workplace discrimination, harassment and violence
- Articulate Robert Half’s commitment to diversity and recognize their own role in creating an inclusive environment
- Understand the components of our Injury and Illness Prevention Program in the United States and our Provincial Occupational Health and Safety Programs in Canada
- Utilize the appropriate methods of contact in reporting any act of discrimination, harassment or workplace violence
- Find a copy of the Awareness Training and other health and safety resources on our company intranet

In addition to our employee safety training, Robert Half has developed a similar Injury and Illness Prevention Program for our temporary professionals and shares an overview of this program with all temporary staff who work with us. Our regional safety committees, located at a selection of offices across North America, also support their local teams to quickly and safely respond to emergencies like natural disasters.

Our Employee Recognition Programs

Robert Half and Protiviti both offer recognition programs that allow our employees to acknowledge their colleagues' contributions and successes, big and small. Our programs include:

Robert Half

- Everyday Heroes — a peer-to-peer instant recognition program
- RHigh On! — quarterly recognition, by managers, of employees who have made significant contributions to their teams, departments or the company
- Chairman's Award — the highest honor of recognition for North American Corporate Services employees

Protiviti

- PROPs Travel — a points-based system to reward employees who travel frequently; points may be redeemed for merchandise or donations to approved charitable organizations
- iAchieve and WeAchieve — recognition awards for individual employees who have gone above and beyond in support of Protiviti's people and clients

In addition to celebrating employees whose actions reflect our core values and commitment to service excellence, we acknowledge the tenure of our teams with our global service anniversary program. When employees reach the three- and five-year marks with Robert Half or Protiviti, as well as each subsequent five-year milestone, they're invited to choose a gift from a selection of electronics, sports equipment and luxury goods. It's our way of saying thank you for their loyalty and dedication.



Chairman and CEO Max Messmer (right) with an award winner at the Chairman's Award employee recognition event

Corporate Employee Experience Surveys: A Powerful Feedback Tool

Twice a year, Robert Half's Corporate Services employees in North America participate in surveys to provide feedback on their workplace experience. The surveys include questions on a variety of topics, including collaboration, manager support, physical workspace, community involvement and organizational culture.

These surveys are popular among our employees. In fact, 87% of Corporate Services team members participated in our survey conducted in early 2019. The survey data allow us to tap into the collective wisdom of the people who know our business best: our employees. Their feedback gives us visibility into how we can continue to grow, evolve and bring our brand promise to life — within and outside the company.

We respond to the feedback at multiple levels. Managers meet with their teams to review results. Leaders of functional areas receive reports with data about the areas they oversee. And our senior leadership team works with a cross-functional group of employees called Employee Experience Ambassadors to prioritize areas of focus each year.

In May 2019, we introduced a global benchmark survey to employees in our staffing offices.

Benefits Designed to Support Our Workforce

Robert Half and Protiviti provide a range of healthcare and other benefit options for our employees. Examples of core benefit offerings for our U.S. field and Corporate Services employees include medical, dental and vision plans; short- and long-term disability benefits; life and accident insurance; Health Savings Accounts (HSAs) and Flexible Spending Accounts (FSAs); savings plans; and commuter benefits.

Protiviti’s family-friendly benefits include subsidized backup dependent care; a lactation support service and breast milk shipment program for new mothers; and the Leave Concierge program, which applies to any employee taking a leave of absence for any reason. Protiviti was named to the

2018 “100 Best Companies” list by Working Mother magazine because of these and other policies that support working parents and caregivers.

Robert Half and Protiviti also provide flexible work arrangements, including work-from-home options and compressed work schedules for some positions. Additionally, our employees have access to discounts or exclusive prices for goods and services from local and national merchants.

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



Employees at a Wellness Wednesdays event in Waterloo, Ontario

Robert Half: A Top Place to Work

UNITED STATES

California

Sacramento Business Journal
"2018 Best Places to Work"

Orange County Register
"Top Workplaces 2018"

San Francisco Business Times and
Silicon Valley Business Journal
"Best Places to Work in the Bay
Area 2019"

Florida

Jacksonville Business Journal
"Best Places to Work" (2018)

Orlando Business Journal
"2019 Best Places to Work"

Hawaii

Pacific Business Times
"Hawaii's Best Workplaces 2018"

Indiana

Indianapolis Star
"Top Workplaces 2019"

Minnesota

Minneapolis/St. Paul
Business Journal
"Best Places to Work 2019"

New York

WCBS-FM
"2018 Top Workplaces in
New York City"

North Carolina

Triad Business Journal
(Greensboro, N.C.)
"2019 Best Places to Work"

Ohio

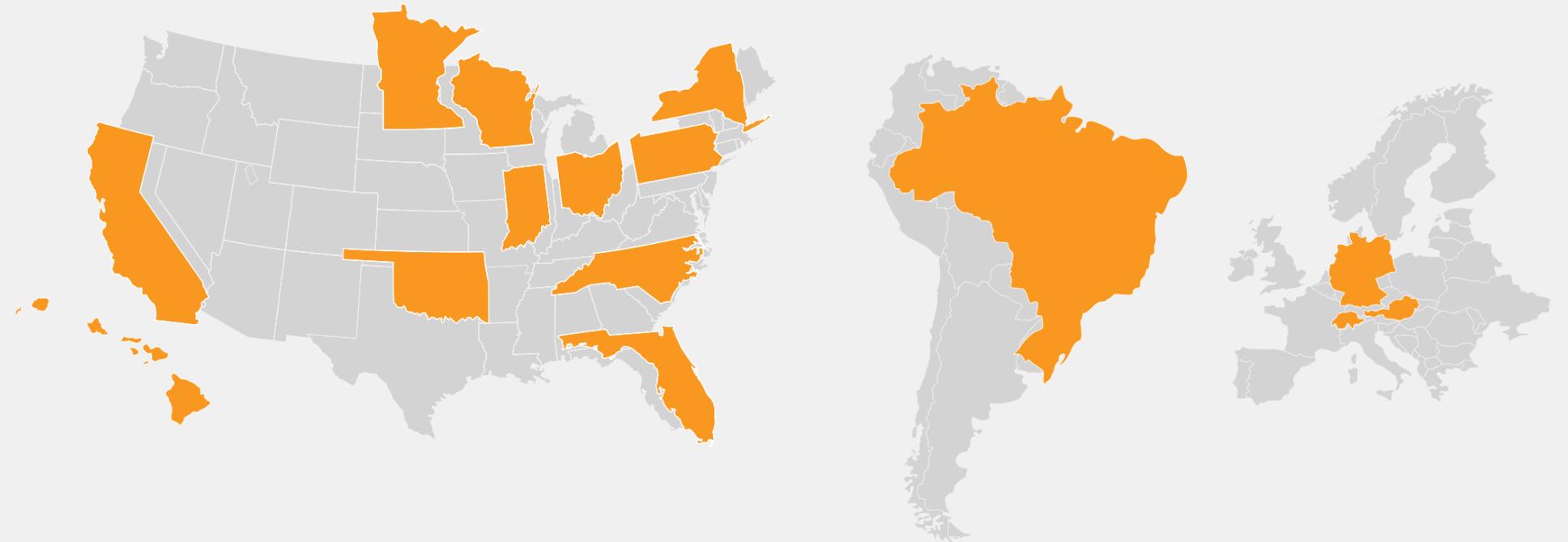
Dayton Business Journal
"2019 Best Places to Work"

Cincinnati Business Courier
"2018 Best Places to Work"

Columbus Business First
"Best Places to Work" (2018)

Oklahoma

The Oklahoman
"Oklahoma Top Workplaces" (2018)



Pennsylvania

Philadelphia Business Journal
"Best Places to Work in Greater
Philadelphia 2019"

Pittsburgh Business Times
"2018 Best Places to Work in
Western Pennsylvania"

Wisconsin

Milwaukee Journal Sentinel
"Top Workplaces 2019"

AUSTRIA, GERMANY, SWITZERLAND

Great Place to Work Institute
2019 Great Place to Work Certification

BRAZIL

Great Place to Work Institute
2019 Great Place to Work Certification



Corporate Services employees in San Ramon after filling backpacks for students during a Week of Service volunteer event

- Employee Volunteering and Matching Gifts Programs
- Volunteer Highlights From Around the Globe
- Leading by Example: Our Signature Outreach Programs
- Leading by Example: Our Community Partnerships
- iCare: Protiviti's i on Hunger

Our global volunteer and philanthropy programs — Leading by Example at Robert Half and iCare at Protiviti — are central to our social responsibility efforts.

Leading by Example focuses on education and workforce development, two areas where we feel we can make the greatest impact as a staffing company. And Protiviti's iCare initiative encourages our employees to determine the civic involvement opportunities that are most important to them.



Employee Volunteering and Matching Gifts Programs

In addition to the corporate contributions we make to our national, global and local nonprofit partners, our field and Corporate Services employees play a key role in our Leading by Example and iCare programs. The hours they volunteer and their participation in our matching gifts program make a big impact in our local communities. We believe these initiatives give our employees additional reasons to feel proud to be part of the Robert Half team.

Robert Half matches our North American employees' contributions to a range of eligible nonprofit organizations. Through our online Community Involvement Platform, our part- and full-time employees have a single destination for managing their matching donations and finding potential volunteer opportunities. Eligible employees can access matching grants* in three ways:

- **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 charitable causes, we match the total they raise.
- **Volunteerism** — Through our Happy Hours volunteer program, we provide a grant of \$15 for every hour an employee volunteers with qualified local charities.



Robert Half team members in Grand Rapids, Mich., making cookies at a volunteer event

In North America in 2018

Matching Gifts Program

2,400
employees participated

\$1.5 million
raised

1,500
nonprofits benefited

Employee Volunteering

1,600
employees participated

25,000
hours volunteered

400
nonprofits benefited

*Each employee is eligible for up to \$1,500 in matching grants annually.

Volunteer Highlights From Around the Globe

Here are some examples of how Robert Half and Protiviti team members are making a difference through their volunteer and philanthropy efforts.

AUSTRALIA AND U.S.

At Protiviti’s TACC (The Advanced Consultant Challenge School) training programs in Tampa, Fla.; Atlanta; and Sydney and Cairns, Australia, participants built 136 water filtration kits in partnership with W.Water Works, which serves the people of Uganda. Each kit supports a family’s water needs for up to two years and helps improve daily hydration, sanitary conditions and food consumption.

AUSTRALIA

In May 2018, employees with Robert Half’s Melbourne office spent a night in a cardboard box or sleeping bag at the Melbourne Cricket Ground to increase awareness of the needs of the city’s homeless population. They helped raise \$1,500 (AUD) for the Melbourne City Mission through this effort.

All Robert Half team members in Australia were asked to wear white on Nov. 23, 2018, to show their support for White Ribbon, a charitable organization committed to ending domestic violence against women. Robert Half also hosted a lunch and presentation on that day for staff members, who were encouraged to either purchase a white ribbon or donate to the organization through our giving platform.

BELGIUM

More than 80 Robert Half Corporate Services employees devoted a half day in November 2018 to volunteering for charitable projects arranged by the nonprofit Time4Society. The projects included spending time with the elderly, assisting at animal shelters, and working to promote nature and biodiversity.

BRAZIL

Robert Half Brazil developed a campaign called Feed a Better World as a way to encourage employees to donate food that is distributed to daycare centers, orphanages, shelters, people who are homeless and residents of low-income communities. The campaign started in 2017 with a goal of collecting 1 ton of food. By autumn 2019, more than 4 tons had been gathered toward the year-end goal of 6 tons of food.

CHINA, HONG KONG, JAPAN AND SINGAPORE

Robert Half team members from four regional offices had their heads shaved at a Hong Kong fundraising event to raise money for organizations supporting children’s cancer research.

GERMANY

Frankfurt employees volunteered to paint walls of a children’s project “Die Arche,” while teams in Hamburg cleared up the gardens of a facility for disadvantaged children. And in Essen, employees distributed food and supplies to those in need during a “Warm Through the Night” initiative.

ITALY

Employees with Protiviti’s Milan office volunteer on an ongoing basis for The National Cancer Institute of Milan and Associazione Vittoria Onlus, a nonprofit that supports children with cancer and sends care packages to kids undergoing treatment.

UNITED KINGDOM

Over three days in February 2019, more than 50 Robert Half UK employees volunteered to sort through clothing and other items donated to Acorns Children’s Hospice Trust and ready the best pieces for sale. The sale of these donations provided funds for 18 days of care in the hospice.

UNITED STATES

California

The California wildfires of 2018 caused thousands of pets to be separated from their families. Employees with Robert Half’s Santa Rosa office donated \$4,000 to a local animal shelter that not only had taken in some of these displaced animals but also was caring for animals uprooted by Hurricane Harvey in Texas. The donation helped cover the cost of medical bills and staff overtime. Additionally, the team spent a day volunteering at the shelter to walk dogs, sort food and toy donations, and help out with other chores.

Florida

Protiviti’s Orlando office partnered with Quest Inc., which supports Central Floridians with

developmental and intellectual disabilities by offering them opportunities to live, learn, work and play. The team helped Quest enhance its facilities by painting a mural in the art room in July 2018 during our annual Intern Day of Service.

Washington, D.C.

Since 2016, Protiviti’s Washington, D.C., office has helped Feeding Children Everywhere pack food for local communities and hurricane victims in Texas, Florida, North Carolina and Puerto Rico. To date, the office has packed more than 611,000 meals.

OTHER INTERNATIONAL

Whenever a new employee starts in one of our offices in Asia-Pacific, Europe, or South America, Robert Half donates to a local charity. Beneficiaries have included SOS Children’s Villages (Austria, France, Luxembourg, Switzerland and the Netherlands), Peter Maffay Foundation (Germany), Pink Ribbon (Belgium), McMillan Cancer Support (UK), St. Baldricks Foundation (Asia), GRAACC (Brazil) and Fundación Forge (Chile).

Making an Impact With Thought Leadership

Another way Robert Half supports our local communities is by helping employers and job seekers stay apprised of trends in the employment market and their industries.

We provide a range of free workplace resources, including our annual Salary Guides, as well as research, white papers and our blog. The content is available on our website.

Our staffing professionals are frequently invited by our clients and local organizations to deliver presentations on our research and on trends in hiring and the workplace. And many of our employees and leaders speak at professional and industry conferences.



Leading by Example: Our Signature Outreach Programs

HOLIDAY GIVING

Our Holiday Giving program has been a signature philanthropic effort for Robert Half in North America since 2006. Projects range from toy, food and clothing drives for organizations like the Boys & Girls Clubs of America to organizing parties for children in foster care.

Teams from 75 offices collected more than 10,000 toys and games in 2018, bringing our total to more than 140,000 since the program’s launch.



Robert Half staffing professionals at a Holiday Giving event in Lexington, Ky.

WEEK OF SERVICE

Three years ago, Robert Half launched our Week of Service program. For one week every year, Corporate Services staff in North America choose from a slate of volunteering activities for local nonprofits. In 2018, nearly 600 Robert Half employees took part, volunteering 1,600 hours for 29 different nonprofits. In 2019, this grew to include almost 800 employees, who together volunteered 2,000 hours at 35 events on behalf of 32 nonprofits. The results of their efforts included:

- 153 frames built and covered with canvas for art lessons for homeless youth
- 74 hygiene kits created and 25 blankets made for people in need
- 3,200 pounds of medical supplies sorted for 2,600 patients
- \$6,000 raised through two Junior Achievement bowl-a-thons to support programming for 180 students
- 30 blankets and 30 bandanas made for dogs and cats in shelters

SUIT DRIVE

During our annual Suit Drive, we work with employers, job candidates and business contacts to collect professional business attire. We recognize the challenges job seekers face and understand the positive effect professional clothing can have on their confidence.

Our Suit Drive had a record-breaking year in 2018: We collected 42,100 items — including suits, dresses, shoes and accessories — across 110 field offices and four Corporate Services locations. Since 2002, we have collected 363,500 items for job seekers who request assistance from our partner organizations.



Robert Half staffing employees at the annual Suit Drive in Burlington, Ontario

Leading by Example: Our Community Partnerships

Given the nature of our work, we have long focused Robert Half’s company-sponsored philanthropic programs on education and workforce development. We’ve fostered long-standing relationships with many of the following community partners.

BOYS & GIRLS CLUBS OF AMERICA

Robert Half’s national partnership with Boys & Girls Clubs of America began 22 years ago, and our company has since invested in Boys & Girls Clubs leadership development and workforce readiness programs. Our employees are engaged in their local clubs through a variety of volunteer efforts, such as renovating libraries and playgrounds, organizing holiday parties, and assisting teenagers with job search techniques. By participating in career preparation sessions, including mock job interviews and resume writing, our employees have a hands-on role in supporting local clubs.

DRESS FOR SUCCESS

Dress for Success, which we’ve formally supported since 2005, has a mission to empower women to achieve economic independence by providing a network of support, professional attire, and tools to help them thrive in work and in life. By supporting the organization’s Career Centers, providing expert speakers for Professional Women’s Group meetings and offering access to more than 2,500 online training modules, Robert Half helps to nurture the career growth of Dress for Success clients.

Robert Half is a sponsor of the organization’s annual Success Summit, which brings together delegates from Dress for Success’ global Professional Women’s Group network for a three-day leadership conference.

ENACTUS

Since 2007, Robert Half has supported Enactus, a nonprofit that encourages entrepreneurial social action among college students. Enactus pairs academic and business leaders with college students to create programs that improve the quality of life and standard of living for people around the world. Each year, our employees volunteer as judges and participate in the Robert Half-sponsored Career Fair at the U.S. National Exposition.

In 2018, Robert Half was a corporate sponsor of the [Enactus World Cup](#), held in San Jose, Calif. The event brought together 35 Enactus teams from around the world to compete. Our company served as a sponsor of the 2019 Enactus World Cup.



An Accountemps staffing professional and a student participant at the Enactus U.S. National Exposition in Kansas City, Mo.

JUNIOR ACHIEVEMENT

The mission of Junior Achievement USA (JA) is to foster work readiness, entrepreneurship and financial literacy skills for students. In 2017 and 2018, we supported JA through employee donations and our company match, as well as through national and local support for chapters and events.

Our employees who volunteer with JA teach age-appropriate financial curriculum in schools across the United States. Robert Half leaders sit on local JA boards, including in New England; Washington, D.C.; and the San Francisco Bay Area. And teams from Corporate Services, our staffing locations and Protiviti have participated in numerous bowl-a-thons to raise funds for JA.

Robert Half was a sponsor of the JA S.H.E. (Strengthen Her Education) Leads STEM Summit held in San Ramon and Richmond, Calif., in 2018 and 2019, respectively. JA S.H.E. Leads connects local businesswomen and outstanding female high school students from the San Francisco East Bay Area in a day of STEM



Operational Support Technology team members from Robert Half's San Ramon main campus at a Week of Service volunteer event

(science, technology, engineering and math) career path exploration. Additionally, in May 2019, Robert Half sponsored the JA Centennial Gala for Junior Achievement of New England with one of our leaders moderating an executive panel at the Massachusetts Institute of Technology.

CANADIAN MENTAL HEALTH ASSOCIATION

Robert Half offices in Canada surveyed employees in 2018 to determine which charity they would like to support with a \$25,000 annual donation for three years. They selected the Canadian Mental Health Association (CMHA), which provides a range of services to people with mental health issues and their families. CMHA, founded in 1918, supports more than 1.3 million Canadians through the combined efforts of more than 11,000 volunteers and staff in over 330 communities across the country.

Our annual donation to CMHA will be used for development, research and making CMHA resources even more accessible to those who need them.

American Red Cross: Disaster Relief

Disasters can strike at any time, including in the communities where we operate and our employees live. Robert Half makes an annual donation of \$100,000 to the American Red Cross, as well as a donation to the Canadian Red Cross, to help where the need is greatest. Our matching gifts program also extends to these relief organizations and their local chapters.

iCare: Protiviti's i on Hunger

HUNGER DOESN'T STOP — AND NEITHER DO WE

Since late 2014, Protiviti has provided more than 8.5 million meals globally through our award-winning i on Hunger initiative, a key signature feature of Protiviti's iCare program. I on Hunger has had a lasting impact in our communities by providing dependable food sources, reducing waste, improving nutrition and attacking root causes of hunger.

Our business clients participate in i on Hunger. And through our college recruiting program, students are also joining the initiative. Protiviti has partnered with more than 150 leading hunger relief organizations and expanded our reach to improve access to clean water.



iCare



Protiviti professionals from Washington, D.C., and Virginia at an i on Hunger event

Protiviti's Partnerships to Combat Hunger

i on Hunger partners include the organizations listed below. For more information about this program, visit Protiviti's [i on Hunger](#) website.

FOOD PACKING PARTNERS

- Alimento Para Todos México (Food for All Mexico)
- Blessings in a Backpack
- Feeding Children Everywhere
- Rise Against Hunger

FOOD BANKS

- Daily Bread Food Bank
- Foodbank NSW & ACT
- Greater Chicago Food Depository
- Houston Food Bank
- Second Harvest

FOOD PREPARATION AND DISTRIBUTION SERVICES

- Common Threads
- Health in the Hood
- New Avenues for Youth
- Operation Food Search
- People Serving People
- The Road Home

Recent Accolades for i on Hunger

2018: "Recruiting Excellence Award" from the National Association of Colleges and Employers for successfully bringing the i on Hunger program to college campuses

2018: "Silver Stevie" from the American Business Awards in the Corporate Social Responsibility Program of the Year category

2018: "Best in Biz" Silver Award for Corporate Social Responsibility Program of the Year from the independent business awards program Best in Biz

2017 and 2018: "Hunger Heroes" award from Feeding Children Everywhere for partnering with the nonprofit in the fight against hunger

2017: A second "Excellence in Social and Community Investment Achievement" award from Consulting magazine, acknowledging the continuation and expansion of the i on Hunger program



Corporate Governance

Robert Half and Protiviti professionals at a company meeting in Carlsbad, Calif.

- Code of Business Conduct and Ethics
- Supplier Code of Conduct
- Confidentiality Policy
- Security and Data Privacy

Our corporate governance efforts are grounded in the founding value of our company: Ethics First. They are designed to provide guidance and structure for our business operations, employee conduct and regulatory compliance. Corporate governance is also the third pillar of our ESG program.

Our robust policies that support strong governance are discussed in this section. The cornerstone of our compliance program is our Code of Business Conduct and Ethics, which helps us build a culture of ethical behavior. In the last year, we created a new Supplier Code of Conduct and new security and data privacy policies. We also began a global rollout of a new training program focused on the issues addressed in the code.

Robert Half’s strong corporate governance practices are evidenced by, to our knowledge, no third-party ESG rating group ever associating Robert Half with any material controversies related to business ethics, fraud, anti-competitive practices, tax transparency or data security. Robert Half has also never faced any material environmental fines or penalties.

Code of Business Conduct and Ethics

The Robert Half [Code of Business Conduct and Ethics](#) covers a wide range of business practices and procedures. It sets out basic principles to guide all employees, agents and representatives of Robert Half and Protiviti. The code addresses the following 20 topics:

- Compliance with laws, rules and regulations
- Conflicts of interest and related-party transactions
- Insider trading
- Corporate opportunities
- Competition and fair dealing
- Entertainment and gifts
- Discrimination and harassment
- Workplace health and safety
- Record keeping
- Public disclosure
- Confidentiality
- Protection and proper use of company assets
- Anti-corruption and anti-bribery policies
- Political contributions and donations
- Money laundering transactions
- Financial terrorist activities and trade sanction laws
- Environmental responsibility
- Waivers of the Code of Business Conduct and Ethics
- Monitoring and reporting of illegal or unethical behavior
- Compliance procedures

Robert Half’s Code of Conduct also provides detailed guidance on steps that employees can take to report any code violation or other misconduct. This includes information on how to seek help from company resources, such as our 24-hour ethics and compliance hotline and the [Robert Half Ethics and Compliance Online Reporting Tool](#).

Supplier Code of Conduct

Robert Half seeks relationships with suppliers whose values and principles align with ours in areas such as labor practices, human rights and environmental responsibility.

Our [Supplier Code of Conduct](#) outlines expectations for our suppliers in North America. The code states that we expect our suppliers to be responsible for providing their employees, contractors and clients with a safe and healthy work environment and to adhere to applicable laws and regulations governing their industry and the regions in which they conduct business.

The code also underscores our zero-tolerance approach to child labor and modern slavery of any kind, including but not limited to

slavery, servitude, forced and compulsory labor, and human trafficking. Robert Half expects the same standards and commitment to human rights and labor standards from all suppliers, contractors and other third parties interacting with our company. We also do not condone any corporal punishment or working under abusive conditions.

For more information about Robert Half’s supplier relations, including our supplier inclusion initiative, see the [Supplier Relations](#) page on our website.

Confidentiality Policy

The nature of our work requires some of our employees to directly handle or otherwise be exposed to sensitive information about people and businesses. For this reason, our employee agreements and employee handbooks contain confidentiality provisions. In addition, our [Code of Business Conduct and Ethics](#) includes a confidentiality policy, which states:

Employees, agents and representatives must maintain the confidentiality of confidential information entrusted to them by the Company or its clients or candidates, except when disclosure is authorized by the Legal Department or required by laws or regulations. Confidential information includes all material nonpublic information that might be of use to competitors, harmful to the Company or its clients or candidates, or that may impact the price of the Company's securities or those of another company, if disclosed. It also includes information that suppliers and clients have entrusted to us. The obligation to preserve confidential information continues even after employment ends.

Security and Data Privacy

Robert Half has made information security and data privacy a top priority and is continually working to institutionalize best practices. These initiatives are either managed or driven by the Robert Half Enterprise Information Security (EIS) program or the Data Privacy program and are shared by Protiviti.

Employees are required to complete annual security awareness training. We conduct regular phishing email tests to alert employees of these fraudulent attempts by cybercriminals to gain access to sensitive information. Our goal is to educate employees to avoid identity theft and compromising confidential information.

Robert Half's IT Risk, Privacy and Compliance (RPC) department also falls under our EIS program. RPC facilitates internal and external IT audits and manages the inventory of security risks and associated controls, including new controls required by evolving regulations. It is the RPC department's responsibility to map our security and privacy controls to various risk assessment frameworks, such as the National

Institute of Standards and Technology (NIST) Special Publication 800-53, the NIST Cybersecurity Framework (NIST CSF), International Organization for Standardization (ISO), Payment Card Industry Data Security Standard (PCI DSS), the General Data Protection Regulation (GDPR), and the Health Insurance Portability and Accountability Act (HIPAA).

Independent third-party reviews of Robert Half's security program and controls occur annually. Recently, we obtained ISO 27001 certification for our Protiviti-facing Information Security Management System (ISMS), and we are expecting to publish our first global System and Organization Controls (SOC) 2 attestation for the ISMS in late 2019. Robert Half also engages with specialists at Protiviti to perform security and privacy assessments on a variety of systems used to serve our clients and candidates.

For more information about these programs and practices, see the [Security and Data Privacy Policy](#) page on our website.



Our Environmental Sustainability Practices

Robert Half Corporate Services team members at a Week of Service volunteer project in Livermore, Calif.

- Global Environmental Policy and Practices
- Raising Awareness and Taking Action

As a professional services firm, our environmental impact is relatively small — and much smaller than that of many other companies. Regardless, Robert Half is committed to minimizing the impact our operations

have on the environment. We have made many changes in recent years that are helping us conduct our business in an even more environmentally responsible manner. Our recent pledge to align with the United Nations Global Compact's

principles, which include environmental measures, and our participation in the [CDP global carbon disclosure system](#) are two examples of those efforts.

Global Environmental Policy and Practices

Robert Half’s board-approved [Global Environmental Policy](#) requires our employees to conduct business in a manner that protects the environment, conserves resources and ensures sustainable development. The policy extends to our vendors and suppliers.

The Global Environmental Policy states that Robert Half’s executive management will, on a periodic basis, review, assess and manage environmental and climate-related risks as they pertain to our business and report to the board. The policy helps to guide our environmentally related decision making and practices in the following areas.

REAL ESTATE AND FACILITIES

Robert Half operates in Class A or B office buildings with full-service leases, typically in offices with less than 5,000 square feet of space. Wherever possible, we work with landlords and property managers to access information on energy consumption and waste management so we can monitor our impact.

We invest in sustainable energy technology. For example, we installed LED lighting in our office in Birmingham, UK, and we expect to reduce our annual energy consumption tied to lighting by 72% at this location. Our teams also continually look for ways to reduce our energy consumption through the types of technology we purchase and use, or how we manage areas of the business that demand higher energy consumption, such as our data centers.

In every country where we operate, we prioritize the use of sustainable materials whenever possible. For example, we work with a vendor to recycle carpet from our offices in North America. Our old carpet is given a new life through a commercial carpet and flooring company’s innovative [recycling and reclamation program](#).

Also in North America, we use paint with no volatile organic compounds (VOCs), which meets the [GREENGUARD Certification standard](#) for products with low chemical emissions and the [Green Seal environmental standard](#). Furniture we purchase is also sourced to GREENGUARD standards whenever possible.



Green Spotlight: San Ramon

In our San Ramon, Calif., corporate office — our largest leased space globally — we recently converted nearly 3,000 lights to more efficient LEDs, reducing the energy consumption of the building’s lighting by approximately 70%. The use of green cleaning supplies, bicycle storage for commuters, energy-saving occupancy sensors and appliances, and low-flush toilets further reduces our environmental impact at the location.

We’ve also made changes at this office and others to better support our employees’ health and well-being while at work, such as creating ergonomic workspaces with height-adjustable desks. The office design is flexible and supports collaboration, so employees can easily move to and work from different areas of the office. We also provide wellness rooms, spaces that employees can reserve for some quiet, personal time during the workday.

When relocating an office or choosing a new location, we carefully consider factors such as proximity to public transportation. We also prioritize buildings that meet environmental certification standards such as Leadership in Energy and Environmental Design (LEED), Building Research Establishment Environmental Assessment Method (BREEAM), Deutsche Gesellschaft für Nachhaltiges Bauen (DGNB), and Haute Qualité Environnementale (HQE), in addition to prioritizing buildings with a high European energy performance rating.

BUSINESS PROCESSES

Robert Half is committed to reducing paper usage. Online platforms have replaced paper-heavy business processes while increasing our efficiency. For more details about these efforts, see Page 34.

All of the paper used by Robert Half Printing, our company-owned print shop, is certified by either the [Forestry Stewardship Council](#) or the [Rainforest Alliance](#). This means that the paper used for our stationery and specialty printing is sourced from forests that

protect endangered species, provide workers with decent wages and respect the rights of indigenous people.

Most of our marketing materials have transitioned to digital versions. Our candidate intake forms have also transitioned to digital to eliminate the need for hard-copy documents. While some of the intake forms are posted online, some of the key documents, such as our arbitration agreement and background check consent form, are sent to candidates via DocuSign.

Additionally, our candidates are encouraged to interview via an online platform, such as FaceTime or Skype. Using video conferencing tools has lessened the environmental impacts of candidate travel by decreasing in-person job interviews by more than 90%.

In 2018, we avoided printing and mailing over 38 million pages. That’s equivalent to saving approximately 4 million gallons of water, and preventing up to 113 short tons of solid waste and 1,480 metric tons of carbon dioxide emissions.

Our Use of E-signature Technology in 2018



4 million gallons of water saved



1,480 metric tons of CO₂ emissions prevented



113 short tons of waste avoided



Green Spotlight: Aix la Duranne

In 2018, Robert Half moved from an old and energy-inefficient office building in Aix-en-Provence, France, to a new space on the nearby Aix la Duranne business campus. The new building, Le Saphir, is an energy-autonomous building that uses a solar generator.

Le Saphir has a large dashboard displayed in its lobby that is linked to a system that provides information on the building’s consumption and production of electricity and water, internal and external temperatures, CO₂ emissions (including an estimate of CO₂ emissions avoided thanks to energy efficiency), and other performance metrics.

RECYCLING AS MUCH AS WE CAN, WHEREVER WE CAN

Throughout North America, many of our offices recycle paper, glass, cans and cardboard. Recycling paper alone is well worth the effort: Every ton of recycled paper saves three cubic yards of landfill space, 7,000 gallons of water and 4,000 kilowatts of energy.

Our print shop recycles all scrap paper, as much as 2,800 pounds of paper waste per month. It uses only recycled, FSC certified or Rainforest Alliance certified paper, and only soy-based ink.

Our teams rely on an array of technology to support their business needs. As equipment — including computers, tablets and mobile phones — is phased out, whenever possible, we donate items to nonprofit organizations that can benefit from the technology. In the United States, we work with an electronic-waste specialist to break down equipment responsibly and recycle the components. U.S. offices of Robert Half and Protiviti diverted 21,872 pounds of e-waste, including computers, monitors and cables, from landfills in 2018.



A team member at the Robert Half Printing facility in Ankeny, Iowa

Moving in the Right Direction

In 2013, we purchased the equivalent of 4,000 sheets of paper per employee.

By 2018, that was reduced to 922 sheets per employee.

That's a 77% reduction.

Reduction in paper purchases from 2016-2018:

37% United States	28% Canada
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Reduction in toner purchases from 2016-2018:

29% United States	36% Canada
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Raising Awareness and Taking Action

On Earth Day, we remind our teams of the importance of personal and company-supported environmental sustainability efforts. Through our matching gifts program, employees can double their support of eligible environmental nonprofits — on Earth Day and every day. See Page 20 to learn more.

Protiviti employees are also encouraged to post on an internal blog stories and photos about their efforts to help the company go green. In North America, Protiviti is working to expand its green program, which is part of iCare.

20,000 TREES PLANTED SINCE 2012

Robert Half has supported reforestation projects through our partnership with the Arbor Day Foundation since 2012. It began with a tree planting campaign in the Atlantic Forest in Brazil. As a result of that project and our contributions to the Arbor Day Foundation, we have planted nearly 20,000 trees there.

In 2019, Robert Half shifted its focus to the national forests of Texas. The goal of the Arbor Day Foundation is to plant over 370 acres of longleaf pine and 40 acres of shortleaf pine to restore the state’s watersheds and foster habitats for a variety of species, such as the endangered red-cockaded woodpecker.

AN ONGOING EFFORT TO REDUCE SINGLE-USE PLASTIC

Robert Half and Protiviti offices around the globe are making a concerted effort to reduce or eliminate the use of Styrofoam cups and single-use plastics, such as straws and utensils.

All new Robert Half employees around the world receive a reusable water bottle on their first day at work.

Recognition for Our Industry Leadership

ROBERT HALF

- FORTUNE “Most Admired Companies” (1998-2019)
- Forbes “America’s Best Employers for Diversity” (2019)
- Bloomberg Gender-Equality Index (2019)
- Barron’s “100 Most Sustainable U.S. Companies” (2018-2019)
- Forbes “America’s Best Professional Recruiting Firms,” ranking first (2019)
- Forbes “America’s Best Executive Recruiting Firms” (2019)
- Human Rights Campaign Foundation “Best Places to Work for LGBTQ Equality” (2017-2019)

- Black EOE Journal “Best of the Best Top Employers” (2015-2019)
- HISPANIC Network Magazine “Best of the Best Top Employers” (2014-2019)
- Professional Woman’s Magazine “Best of the Best Top Employers” (2014-2019)
- Forbes “America’s Best Employers for Women” (2019)

PROTIVITI

- FORTUNE “100 Best Companies to Work For®” (2015-2019)
- Forbes “America’s Best Employers” (2019)
- Forbes “America’s Best Management Consulting Firms” (2017-2019)
- Diversity Best Practices Inclusion Index (2018-2019)
- Working Mother “100 Best Companies” (2018)
- FORTUNE “Best Workplaces for Diversity®” (2018)
- Consulting magazine “Best Firms to Work For” (2014-2019)



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About Robert Half

Robert Half staffing professionals in Liège, Belgium

Our company was founded in 1948 in New York City by a young accountant, Robert Half. The Robert Half Personnel Agency was the first firm in the staffing industry to specialize exclusively in accounting and finance recruitment. In 1973, Bob Half established Accountemps, which applied the same specialized approach to temporary financial staffing.

From the beginning, Bob emphasized ethics in all of the company's business dealings.

But he didn't stop there: He led the way for changes throughout the employment industry.

One of the first issues Bob took on was the practice of charging fees to job applicants. Urging fellow staffing firms to abide by "the laws of common decency," he lobbied against discriminatory practices in hiring that were common at the time. He also successfully led actions to eliminate separate gender-based job listings in major newspapers.

In 1986, our current chairman and CEO Max Messmer negotiated the purchase of the business from Bob Half. The company grew rapidly, launching a series of temporary professional staffing divisions in the technology, legal, administrative, and creative and marketing fields, in addition to our temporary and permanent placement accounting and finance divisions. And in 2002, we introduced Protiviti, our internal audit and risk consulting subsidiary.

Since 1948, the industry has evolved considerably. Our company has led the way for many of these changes through our development of specialized staffing and emphasis on unparalleled service and digital innovations. Protiviti has expanded its suite of consulting offerings to include risk and compliance, data and analytics, and performance improvement.

Today, Robert Half is a \$5.8 billion global professional services enterprise. In 2018, we placed approximately 212,700 temporary employees on assignments with clients. These individuals are Robert Half employees while they are working on assignments: Robert Half

pays the related costs of employment, such as workers' compensation insurance, state and federal unemployment taxes, Social Security, and certain benefits. In the United States, we also offer temporary employees access to health insurance. Comprehensive medical coverage is available after working an average of 30 hours per week for 12 consecutive months. Other benefits are available after receiving the first Robert Half pay statement.

We have appeared on FORTUNE's list of "Most Admired Companies" every year since 1998 and were named first in our industry in the most recent rankings (February 2019).



OfficeTeam staffing professionals in Cleveland

Robert Half, an equal opportunity employer, is traded on the New York Stock Exchange (symbol: RHI) and is a member of the S&P 500.

As we've grown, Robert Half has kept our specialized approach. Our seven professional staffing divisions include:



Accountemps®

Robert Half® Finance & Accounting

Robert Half® Management Resources

For temporary, full-time and senior-level project professionals, respectively, in the fields of accounting and finance

OfficeTeam®

For highly skilled temporary office and administrative support professionals

Robert Half® Technology

For project and full-time staffing of technology professionals

Robert Half® Legal

For project and full-time staffing of lawyers, paralegals and legal support personnel

The Creative Group®

For project, contract-to-hire and full-time staffing of creative, digital, marketing, advertising and public relations professionals



Robert Half is also the parent company of Protiviti®, a global consulting firm that delivers deep expertise, objective insights, a tailored approach and unparalleled collaboration to help leaders confidently face the future. Protiviti and its independently owned Member Firms provide clients with consulting solutions in finance, technology, operations, data, analytics, governance, risk and internal audit.

Robert Half International at a Glance

(as of Dec. 31, 2018)

18,900 full-time employees **in** **400+** locations globally



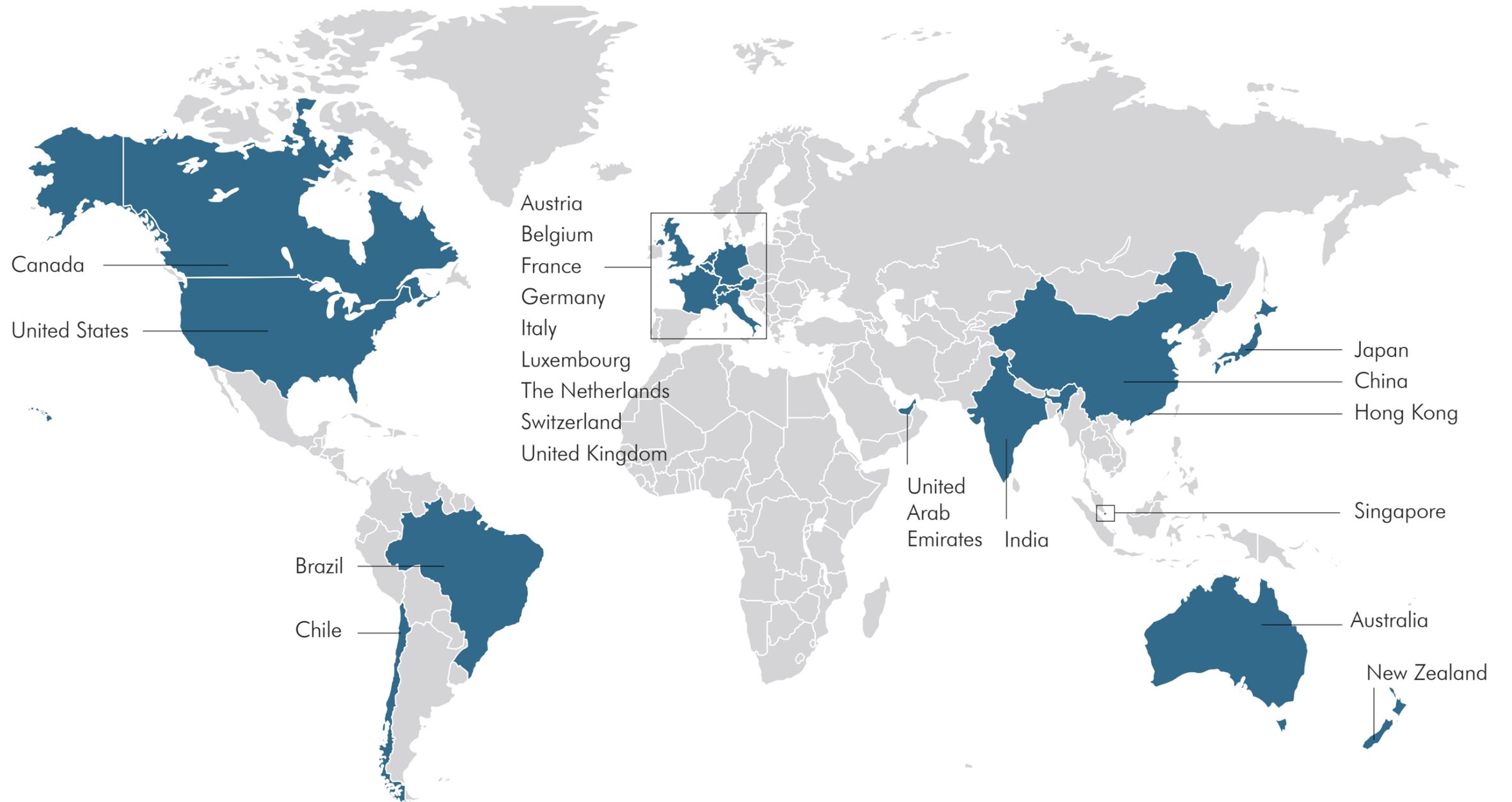
protiviti®

324 staffing locations

83 locations, including Member Firms

in **18** countries

in **26** countries



Map does not include Protiviti Member Firm locations.

BOARD OF DIRECTORS

Harold M. Messmer, Jr.
Chairman of the Board and
Chief Executive Officer
of Robert Half International

Julia L. Coronado, Ph.D.
President and Founder,
MacroPolicy Perspectives LLC,
an economic research consulting firm

Dirk A. Kempthorne
President of The Kempthorne Group,
a private consulting firm

Marc H. Morial
President and Chief Executive Officer
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Barbara J. Novogradac
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Frederick A. Richman
Consultant to Deloitte Tax LLP

M. Keith Waddell
Vice Chairman of the Board,
President and Chief Financial Officer
of Robert Half International

For details on Robert Half’s comprehensive
governance policies, please visit the
[Corporate Governance](#) page in the
[Investor Center](#) on the Robert Half website.



Robert Half Board of Directors (from left) Dirk A. Kempthorne; Robert J. Pace; Barbara J. Novogradac; M. Keith Waddell; Harold M. Messmer, Jr.; Frederick A. Richman; Julia L. Coronado, Ph.D.; and Marc H. Morial

COMPANY OFFICERS

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M. Keith Waddell

Vice Chairman of the Board,
President and Chief Financial Officer

Paul F. Gentzkow

President and Chief Operating
Officer — Staffing Services

Robert W. Glass

Executive Vice President, Corporate Development

Michael C. Buckley

Executive Vice President, Chief Administrative
Officer, Treasurer and Assistant Secretary

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Senior Vice President, Secretary and
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Kenneth D. Gitlin

Senior Vice President, Operational Support

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Senior Vice President, Corporate Controller
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Christopher M. Hoffmann

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Lynne C. Smith

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Senior Vice President and Chief Marketing Officer

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