
2020 Communication on Progress

United Nations Global Compact



President and Chief Executive Officer M. Keith Waddell

Statement of Continued Support From Our CEO

In my new role as President and Chief Executive Officer of Robert Half International Inc., representing Robert Half and Protiviti, I am pleased to carry forward our company's commitment to the Ten Principles of the UN Global Compact. This report outlines the actions we've taken in the last year to further integrate the Ten Principles into our business practices and operations in support of human rights, fair labor practices, environmental sustainability and anti-corruption. These efforts support our founding principle, Ethics First, and our larger efforts to operate as a responsible corporate citizen. We are proud of our progress and eager to share this report with our stakeholders.

M. Keith Waddell

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President and Chief Executive Officer

Human Rights

OUR COMMITMENT

At Robert Half, we believe that all individuals are entitled to basic human rights, freedoms and standards of treatment. Our definition of human rights is consistent with the United Nations Guiding Principles on Business and Human Rights and the Universal Declaration of Human Rights. We consider human rights to include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work, and access to education. While Robert Half has experienced no human rights controversies since our founding in 1948, we have nonetheless taken steps to further codify our commitment to upholding human rights within our sphere of influence.

OUR PROGRESS

Goal 1: Raise awareness about our Global Human Rights Policy

Action: Integrated the policy into our employee training materials, supplier agreements, and internal and external websites

We recognize that a policy is only effective when it is enforced. To increase compliance with our Global Human Rights Policy, we translated the policy into eight languages and integrated it into the following materials:

- a. Global Code of Conduct training: This annual training is now mandatory for all full-time internal staff of Robert Half and Protiviti globally.
- b. Supplier Code of Conduct and Master Services Agreements: Both documents now reference the policy, making clear that material

compliance is required of all suppliers who wish to work with us.

- c. Sustainable Procurement Policy: This new policy further clarifies our commitment to suppliers who demonstrate responsible business practices, including support for human rights. The policy references our Global Human Rights Policy and is strengthened by a new Sustainable Supplier Survey, which will be used in RFP exercises to assess, among other things, suppliers' human rights performance.

Outcomes:

- **Majority of global employees familiar with the policy**
- **Resources in place to clearly communicate our human rights expectations with all suppliers moving forward**

- **Resources in place to prioritize suppliers who demonstrate strong performance related to human rights**

PRINCIPLE 1

Businesses should support and respect the protection of internationally proclaimed human rights.

PRINCIPLE 2

Businesses should make sure that they are not complicit in human rights abuses.

Labor Principles

OUR COMMITMENT

As a global staffing and professional services firm, we believe that everyone should have access to rewarding work. Since our founding, we've demonstrated our commitment to fair labor practices by building a work environment where our employees feel safe, respected and engaged. Our Global Human Rights Policy, Code of Business Conduct and Ethics, and Supplier Code of Conduct support a safe and positive workplace for our employees and promote fair labor practices among our suppliers.

OUR PROGRESS

Goal 1: Strengthen our commitment to racial equality

Action: Signed the CEO Action for Diversity & Inclusion Pledge and enhanced our inclusion and diversity programs

As communities across the globe struggle with the underlying issues of racism, injustice and inequality this year, we have looked for ways to take action. Our top executives, Keith Waddell, Paul Gentzkow and Joe Tarantino, have all signed the CEO Action for Diversity & Inclusion pledge, making a commitment to shape a board-approved inclusion and diversity plan, implement racial bias trainings, share learnings with business partners and cultivate an inclusive culture. Robert Half sponsored the launch of the Black Employee Network (BEN), an employee resource group designed to create a sense of community and belonging for Black employees and their allies. We are undertaking a suite of trainings that underscore the ways in which unconscious bias affects our decision making, team collaboration and hiring practices. We also increased

our support for three nonprofits focused on supporting Black communities: The National Urban League, the National Association of Black Accountants and the National Society of Black Engineers.

Outcomes:

- **Over 200 Robert Half employees have joined BEN; over 1,900 employees viewed the online panel discussion, either live or via recording**
- **Robert Half employees developing additional employee resource groups for Hispanic/Latinx, Pan-Asian and LGBTQ+ communities**
- **Mandatory unconscious bias training for all Robert Half employees in early 2021**
- **Pledges totaling \$150,000 to nonprofits supporting Black communities**

PRINCIPLE 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

PRINCIPLE 4

Businesses should eliminate all forms of forced and compulsory labor.

Goal 2: Support the well-being of our employees and external engagement professionals through the COVID-19 pandemic

Action: Enabled remote work and enhanced wellness benefits and resources

The COVID-19 pandemic presented an unprecedented challenge to our business and the well-being of our workforce. Following guidance from the Centers for Disease Control and Prevention and World Health Organization, we swiftly took steps to protect our employees, providing personal protective equipment (PPE) to essential workers, implementing new guidelines to support social distancing in our offices worldwide, and responding to country- and state-mandated office closures.

One day after the World Health Organization declared a pandemic, we gave all nonessential employees the unilateral and unconditional right to work remotely, a right which continues to the present day. As offices started to reopen, we made reentry optional, understanding that many of our employees had health concerns, were managing the impact of school closures or needed to care for extended family. Aiding these ongoing operational changes was an enhanced employee communications campaign. Through quarterly town halls and bimonthly emails, our executives shared crucial business updates and answered employee questions about the state of the business, working conditions and other concerns related to the pandemic. We also surveyed employees more regularly to better understand their changing needs and concerns; Robert

Half launched an Employee Voice survey while Protiviti invited feedback with Wellness and Support surveys.

Importantly, we provided Company Paid Time (CPT) to full- and part-time employees unable to work due to COVID-19 exposure or diagnosis. This includes time off for employees caring for sick family members. We also supported flexible work arrangements to accommodate school closures. And we shared regular wellness tips and encouraged employees to use resources like our Employee Assistance Program (EAP).

Equally important, we took steps to keep our external engagement professionals working on client assignments. We enabled remote work for thousands of these professionals across the globe by configuring and distributing laptops, tablets and other

devices to them. Physical devices were transported directly to professionals' homes with customized operating systems and accompanying software necessary to do their jobs. We also provided candidates seeking work with resources and guidance on networking, as well as strategies for landing a job in a difficult climate and working remotely throughout the pandemic.

Outcomes:

- **Per a July 2020 Employee Voice survey of Robert Half employees, 85% of respondents agreed that Robert Half took a genuine interest in their well-being**
- **As of October 2020, we provided over 8,000 physical devices and 250 virtual desktops to external engagement professionals, four times the number of devices normally deployed**

Goal 3: Encourage fair labor practices across our supply chain

Action: Updated our supplier-facing policies to clarify our commitment to fair labor practices and our expectations of suppliers

While many of Robert Half’s labor-related policies, including our Global Human Rights Policy and our Code of Business Conduct and Ethics, apply to our suppliers, we recognized the need to clarify our expectations of our suppliers, specifically. We did so by publishing a discreet Sustainable Procurement Policy and launching a Supplier Survey, which together clarify the terms by which we evaluate suppliers’ labor practices. These include an assessment of suppliers’ efforts to create a safe and healthy work environment, support inclusion and diversity, and honor employees’ freedom to associate and practice collective bargaining. We then updated our Supplier Code of Conduct

and Master Services Agreements to reference the Sustainable Procurement Policy and required suppliers to prospectively agree to said policy terms moving forward.

Outcomes:

- **Created a new Sustainable Procurement Policy**
- **Created a new Sustainable Supplier Survey**
- **All suppliers who participate in an RFP exercise should agree to our Sustainable Procurement Policy and Supplier Code of Conduct, and be assessed using the Supplier Survey**

Goal 4: Support fair and inclusive hiring practices

Action: Developed proprietary staffing technology that seeks to avoid racial and gender bias

Robert Half has developed proprietary technology that helps match candidates with the positions that meet their skills and experience. These technological tools, combined with the expertise of our staffing specialists, make it faster and easier for customers to hire and for candidates to be hired. However, we recognized early on that if not built properly, our artificial intelligence could result in biased or discriminatory matching that negatively impacted women, people of color or other underrepresented groups. To mitigate against this, we do not request information from our candidates regarding their race, nationality, age, sexual orientation or identity, or disability, and no such data is imputed into the database. Further, we took steps to root out biases within our algorithms and remove data that might indicate a person’s gender, race, age or socio-economic status. For example, we trained our systems to discard names, addresses, hobbies, school

names and graduation years. Instead we focus on job experience relevant to open positions.

Outcome:

- **Candidate shortlists created by our matching technology are provided to our staffing specialists without regard to gender, race or age**

PRINCIPLE 5

Businesses should uphold the effective abolition of child labor.

PRINCIPLE 6

Businesses should eliminate discrimination in respect of employment and occupation.

Environment

OUR COMMITMENT

We are committed to decreasing our environmental impact. As our Global Environmental Policy outlines, all employees of Robert Half are required to conduct business in a manner that protects the environment, conserves resources and ensures sustainable development. The policy provides guidance on the various ways we can improve efficiencies within our operations and business practices. This includes reducing paper use and business travel and increasing energy efficiency and digital processes. Robert Half and its employees also support external conservation efforts through community outreach.

OUR PROGRESS

Goal 1: Develop strategies for reducing our environmental footprint

Action: Set preliminary goals for reducing the environmental footprint associated with our offices, procurement function, business travel and events by 2025

At the start of 2020, our newly established Environmental Committee set out to identify environmental targets and develop an Environmental Management System (EMS) to track and improve our environmental performance. Though the COVID-19 pandemic slowed progress and forced us to allocate resources to other initiatives, the Committee did identify

preliminary targets for 2025. This included establishing key baseline data from 2019 related to emissions, energy consumption, business travel, paper and toner consumption, waste diverted from landfill, and other metrics. The Committee also began drafting an EMS to pinpoint the team members, procedures and tools necessary to monitor and evaluate progress toward our environmental goals over time.

Outcome:

- **Set preliminary environmental targets for 2025, including a reduction in energy consumption, business travel, paper and toner purchases, single-use plastics, and overall emissions**

PRINCIPLE 7

Businesses should support a precautionary approach to environmental challenges.

PRINCIPLE 8

Businesses should undertake initiatives to promote greater environmental responsibility.

PRINCIPLE 9

Businesses should encourage the development and diffusion of environmentally friendly technologies.

Goal 2: Assess sustainability measures across our real estate portfolio

Action: Surveyed our property managers in the United States about sustainable practices, fixtures and amenities at our offices

Robert Half's global real estate portfolio consists of leased offices, the majority of which are operated under full-service agreements that cover our utilities, custodial services and other amenities. This approach decreases the administrative burden of managing a large number of offices. However, it also decreases our ability to monitor and reduce our energy consumption, as our offices often do not have separate electricity or gas meters or the ability to engage utilities directly. To better assess where opportunities lie to make sustainable improvements in the coming

years, our facilities team sent out a survey to all our property managers in the United States. The survey included questions related to properties' total electricity, gas and water consumption; clean energy sources and energy-efficiency programs; recycling and composting programs; and other sustainable practices. The survey had a modest response rate and underscored the need for more regular, consistent communication with property managers about sustainability.

Outcomes:

- **Identified need to assess sustainability efforts across offices on an annual basis**
- **Preparing for second survey to increase responses among property managers**

Goal 3: Reduce emissions from employee business travel

Action: Transitioned to remote work and launched carbon neutral rideshare program

While COVID-19 presented a great deal of challenges, one of the few positive outcomes of the pandemic has been a decrease in emissions from business travel. Robert Half had been looking into strategies to reduce travel-related emissions and launched a new rideshare program in early 2020 that provides Robert Half and Protiviti employees with a carbon neutral option for local travel. However, the need to transition to remote work has had, by far, the greatest impact on our travel emissions. We saw our day-to-day work and both internal and external meetings go remote. The experience has taught us how to support productivity

and connection among a dispersed workforce and serve our clients from afar. We expect to carry these learnings forward and encourage more remote work post-pandemic. This will help us sustain a decrease in employee travel and travel-related emissions and meet the preliminary environmental targets we created for 2025.

Outcomes:

- **Anticipate 75% year-over-year reduction in total miles traveled for business**
- **Building on new rideshare program by identifying ways to increase hybrid and electric vehicles in our global fleet and car rental program**

Anti-Corruption

OUR COMMITMENT

Robert Half’s business model is built around personal connections and trust, and we will not tolerate corruption within any part of our business. We comply with all applicable anti-corruption laws and regulations, including the U.S. Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act. We require compliance with these laws and regulations through our FCPA Guidelines and Global Anti-Corruption Policy. We also address corruption in our Code of Business Conduct and Ethics, which directly prohibits corrupt or illegal practices, including the payment of bribes or kickbacks, insider trading, and self-dealing.

OUR PROGRESS

Goal 1: Enhance transparency on anti-corruption initiatives

Action: Augmented governance reporting in investor reports

To increase transparency and provide shareholders with actionable information related to our corporate governance, Robert Half has expanded the amount of Environmental, Social and Governance (ESG) data included in our investor reports and financial filings. In our 2019 Annual Report, we disclosed more data on the outcomes of our corporate citizenship efforts than in prior years. This included key impact metrics related to employee engagement, community outreach and our environmental footprint. In our 2020 Proxy Statement, we added a “Corporate Governance at a Glance” section, highlighting key policies,

procedures and oversight information that promote ESG accountability and alignment with stockholder interests. We plan to further increase ESG transparency with future reports, benefiting from the guidance of various ESG reporting frameworks.

Outcome:

- **Further ESG performance data included in our 2019 Annual Report and 2020 Definitive 14A Proxy Statement**

Goal 2: Increase diversity within senior leadership

Action: Amended our Corporate Governance Guidelines to integrate diversity into board and CEO succession plans

Extensive research shows that companies with diverse boards and executives tend to have stronger corporate governance practices, avoid corruption and perform better financially.¹ In 2020, we amended our Corporate Governance Guidelines to include new provisions related to our board and CEO succession criteria to promote diversity at the highest levels of the company. The new provisions require the company to use its best efforts to include qualified female and racially/ethnically diverse candidates in the pool of nominees for any board vacancy.

Outcome:

- **Highlighted diversity within our Board of Directors and the changes made to our Board and CEO succession plans in our 2020 Definitive 14A Proxy Statement**

¹ Linda-Eling Lee et al., Women on Boards, MSCI, 2015; Vivian Hunt et al., Delivering through Diversity, McKinsey & Company, 2018

Goal 3: Strengthen whistleblower oversight

Action: Created a task force to review our internal Whistleblower Procedures policy

Robert Half’s ethics and compliance reporting platform allows any employee, client, candidate or other business partner to confidentially report a violation of our Code of Business Conduct and Ethics at any time. The platform consists of multiple reporting channels, including but not limited to an Ethics and Compliance hotline administered by a third party, as well

as direct reporting to Robert Half supervisors, the company’s General Counsel and/or the Internal Audit team. In 2020, we convened a task force of subject matter experts from human resources, internal audit, accounting, legal and compliance to review the procedures for the receipt, retention and treatment of matters relating to accounting financial controls and ethics issues. As a result, adjustments were made to the company’s internal Whistleblower Procedures and Corporate Compliance Program. The task force recommendations were adopted and have clarified criteria for

escalation of complaints or reports to the Audit Committee, among other items.

Outcome:

- **The task force brought important stakeholders together to strengthen oversight over financial controls and ethics matters and continue Robert Half International’s commitment to promoting ethical business practices and combatting corruption**

PRINCIPLE 10

Businesses should work against corruption in all its forms, including extortion and bribery.



Learn more about Robert Half’s corporate responsibility programs and ESG mission statement at roberthalf.com/about-robert-half/corporate-responsibility.