

LEADING WITH INTEGRITY

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021



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INTRODUCTION: FROM OUR CEO



M. Keith Waddell
President and Chief Executive Officer

Robert Half was founded on the principles of ethics and integrity. In today's world, with its many challenges and crises, we know that we must continue our journey to integrate social responsibility and sustainability throughout our business and in the communities where we live and work.

In 2021, we continued to find new ways to deliver on our environmental, social and governance (ESG) priorities, starting with our long-standing commitment to our people. We are taking a flexible approach to the future of work, and have adapted how we support our employees, clients and candidates. We generally provide our people the autonomy to determine how and where they can best support their stakeholders, considering their individual needs and workplace preferences. With the health and well-being of our global workforce as a top priority, we have enhanced programs that positively impact our employees regardless of where they work. We are supporting our new employees with remote onboarding experiences, as well as virtual learning and career development offerings. New technology, processes and training have also been implemented to better support our customers' needs and help them navigate the future of work.

I am very proud of the way we treat each other with respect and embrace diversity, equity and inclusion (DEI). I am likewise impressed by the growth of our employee-created Employee Network Groups (ENGs) and how they are helping us better understand and engage with each other. Attracting and retaining a diverse workforce makes us stronger, and we continually strive to increase representation and help all employees feel empowered and included.

Our enterprise values — integrity, inclusion, innovation and commitment to success — serve as the cornerstones for everything we do and guide our work with clients, candidates and suppliers. Our role as a professional services organization provides us a unique opportunity to positively impact lives globally: We help job candidates find meaningful and exciting work and provide clients with the talent and deep subject-matter expertise they

need to confidently compete and grow in a dynamic world.

We continue our unwavering support of the Ten Principles of the United Nations Global Compact, specifically in support of human rights, fair labor practices and anti-corruption. We are doing our part to contribute to climate action, including working toward carbon reductions and energy efficiency and finding opportunities to increase our purchases of renewable energy.

I invite you to read further about our ESG accomplishments and community partnerships in the following pages. We recognize that this is an ongoing journey, and I look forward to continuing to find ways for us to lead with integrity in all that we do.

M. Keith Waddell

INTRODUCTION: ABOUT ROBERT HALF — AND OUR 2021 ESG REPORT



Robert Half is the world's first and largest specialized talent solutions and business consulting firm. Our Talent Solutions mission is to positively change people's lives by finding them rewarding work and to assist businesses in locating the talent they need to succeed. Protiviti, our global business consulting subsidiary, helps companies solve increasingly complex business challenges, often through managed solutions where our staffing operations and Protiviti work together.

At Robert Half, we attempt to create and foster a positive, inclusive work environment. We are a socially responsible corporate citizen, and we continually support

our communities, whether we're volunteering our time or donating to deserving causes. Equally important, our organizational culture includes treating each other with respect and embracing DEI. Our goal is to continually help our employees connect to each other, thrive through opportunities, and grow the communities in which we live and work.

In this report, the term Robert Half refers to the entire global enterprise, including Talent Solutions and Protiviti. When we refer to Talent Solutions or Protiviti specifically, we are referring to those respective parts of our business individually.

Robert Half Enterprise Values

The events of the past two years have offered us the opportunity to deeply reflect on who we are, where we are going as an enterprise, and what is most important to us as individuals. This reflection has contributed to the desire to better articulate to our people and clients what we value most as a company.

As a result, Robert Half has introduced a set of values we've championed across our enterprise and embedded in our culture and everything we do for our people, our candidates, our clients and the communities where we live and work.

Our fundamental enterprise values are: **Integrity**, **Inclusion**, **Innovation** and **Commitment to Success**.

"Ethics First" — now integrated into the value of Integrity — is the principle on which Robert Half was founded and is still at the core of everything we do. Every day, our employees exemplify this in the way they value and treat clients, candidates and one another.

Our enterprise values support our ongoing mission to:

- Drive the success of our clients and job candidates
- Build rewarding careers for our people and our job candidates
- Create an inclusive work environment where we can connect, thrive, grow and belong
- Be a socially responsible company that creates impact in the communities where we live and work

OUR ENTERPRISE VALUES

INTEGRITY

We put ethics first and do the right thing in all situations.



INCLUSION

We foster a culture of belonging where everyone can connect, thrive and grow.



INNOVATION

We adapt, evolve and invest to deliver new ideas and solutions.



COMMITMENT TO SUCCESS

We empower our people to drive the success of our clients, candidates and colleagues and to better our communities.



Our 2021 ESG Report

This report provides an overview of the company's journey to live our values by focusing on environmental, social and governance issues and taking actions to address them as part of our commitments to social responsibility and sustainability.

Included in the report are the results of our recent and inaugural formal materiality assessment and what we are doing to realize our ESG objectives — from how we attract, retain and engage talent and

invest in our communities to how we structure our board and protect data to how our company is doing its part to further address our carbon consumption.

Our many accolades confirm our commitment to our DEI journey. Recent recognition includes placement on the list of Forbes' World's Best Employers and Bloomberg's Gender Equality Index.

Our goal is to provide a workplace where people feel engaged and included and can create rewarding careers.

We know that meeting our ESG objectives requires a continuous focus, as does upholding our enterprise values in everything we do, and we are firmly committed to both.

To learn more about our company across our talent solutions and business consulting offerings, visit www.roberthalf.com and www.protiviti.com.



At a Glance: Where We Operate

Robert Half has more than 320 talent solutions locations worldwide, including 88 locations in 17 countries outside of the United States, serving the fields of finance and accounting, technology, administrative and customer support, legal, and marketing and creative.

Protiviti and its independently and locally owned Member Firms serve clients through a network of more than 85 offices in over 25 countries.

INTRODUCTION: 2021 IMPACT HIGHLIGHTS

Robert Half focuses on key ESG priorities that address the challenges we face as a business and as part of the global community. Our results for 2021 underscore our commitment to our people and our values.



85%

EMPLOYEE ENGAGEMENT

Employees who said Robert Half and Protiviti are great places to work



55%

FEMALE

Women in our global internal workforce



JOB RECOMMENDATIONS

More than 10 million job recommendations provided per month to candidates seeking jobs using our AI-driven technology



COMMUNITY

Nearly \$6 million in total community investment around the globe by our enterprise, including corporate contributions to nonprofit partners, matching gifts and employees' volunteer time



33%

UNDERREPRESENTED GROUPS

Individuals from historically underrepresented groups in our U.S. internal workforce (an increase of 2.7% from 2020)



42%

SUPPLIER INCLUSION

Total U.S. addressable supplier spend supporting small and diverse businesses

INDUSTRY RECOGNITION



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HOW WE APPROACH ESG

Robert Half helps people find rewarding work and clients find the right talent and expertise to grow their business, and our values guide us in these endeavors. We integrate ESG principles across our business to help inform and direct strategies for many of our programs and policies.

This section highlights the ways in which we engage our stakeholders and promote sustainable and socially responsible business practices. We also provide details about the recent formal materiality assessment we conducted to identify the ESG topics most important to Robert Half and our stakeholders.



IN THIS SECTION:

- ▶ [Engaging Our Stakeholders](#)
- ▶ [Our ESG Materiality Assessment](#)
- ▶ [Accountability](#)
- ▶ [Our Approach to Reporting](#)

HOW WE APPROACH ESG: ENGAGING OUR STAKEHOLDERS

Upholding our values-led business approach requires us to listen and respond to our stakeholders — our employees, candidates, customers, suppliers, shareholders, industry associations and many others — so we can understand their needs and the issues they consider most important.

We engage with and gather feedback from our internal and external stakeholders through formal surveys and regular communications. This feedback helps us develop and improve our programs, services and interactions with all of our stakeholders. We use anonymous employee surveys to measure employee engagement, to make sure we are focusing on what is most

important to our employees, and to provide an opportunity for our employees to tell us what it's like to work at Robert Half and to give us ideas about how we can enhance their experience working with us. We use the results of these surveys to compare our performance and the engagement of our employees relative to benchmarks in our industry. For our clients and candidates, we send out customer loyalty surveys at the end of each engagement to understand their experience working with Robert Half. We continually monitor overall satisfaction with our services, promptly respond to feedback, and adjust our programs and practices accordingly.



Global Initiatives

Among our stakeholders are nongovernmental organizations (NGOs) driving global initiatives designed to encourage companies to adopt sustainable and socially responsible business practices. These NGOs include:

WE SUPPORT



United Nations Global Compact

Robert Half supports the Ten Principles of the [United Nations Global Compact](#), specifically in support of human rights, fair labor practices and anti-corruption, and makes these principles a part of the strategy, culture and day-to-day operations of our company. This ESG report provides updates that help support our annual Communication on Progress and demonstrate actions that we have taken over the past year in alignment with the principles.

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

Women's Empowerment Principles

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



U.N. Sustainable Development Goals

In our support of the [U.N. Sustainable Development Goals \(SDGs\)](#), Robert Half is taking measures to align our ESG strategy and programs with nine of the SDGs:

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

HOW WE APPROACH ESG: OUR ESG MATERIALITY ASSESSMENT

Robert Half completed its first formal ESG materiality assessment in early 2022, paving the way for an enterprisewide roadmap for impact. We conducted this assessment in partnership with qb. consulting, a women-owned ESG firm. Together, we identified the ESG risks, opportunities and topics that are most important for, and impactful to, Robert Half and our stakeholders.

This materiality assessment provides further transparency into Robert Half's ongoing ESG journey, and we consider it a foundational step toward combining and solidifying our existing and future ESG efforts into one unified strategy. We plan to review and update our initial materiality assessment when appropriate and consistent with best practices.

Our Assessment Process

Robert Half evaluated the current state of ESG to build our list of potentially material ESG topics. Our work included assessing emerging concerns in our industry and reviewing leading global reporting guidelines, such as the:

- Sustainability Accounting Standards Board (SASB) Materiality Map® for the professional services sector
- Global Reporting Initiative (GRI) Standards
- Taskforce on Climate-Related Financial Disclosures (TCFD)

Using double materiality — which accounts for a company's ability to both generate impacts on, and be affected by, environmental and social factors — we define a topic as "material" if it is likely to impact the sustainable and socially responsible development and financial or operating performance of our company.

We considered a range of perspectives to tailor our list of material ESG topics and to confirm that it reflects the unique needs of our business and stakeholders. We gathered these perspectives by speaking with our internal and external stakeholders, as well as reviewing:

- Key internal documents on business strategy, policies and programs
- Investor communications
- Customer questionnaires
- Surveys of employees and engagement professionals
- Our alignment with our selected U.N. SDGs ([see p. 10](#))

We identified our areas of influence for each topic based on stakeholder expectations and our management practices. After analyzing this information, we identified 11 material ESG topics.

Robert Half's President and CEO, Senior Vice President and Global Privacy Officer, ESG team, and select enterprisewide leaders reviewed and validated the 11 material topics.



Materiality Topics and Impact Priorities

Our materiality topics illustrate the findings from our inaugural formal materiality assessment and identify the topics that are most likely to impact Robert Half’s success and those of the greatest importance to our stakeholders. ESG materiality is dynamic in nature, and we see each topic as important to the business and to our stakeholders and society.

Topics related to human capital management, including diversity, equal access to opportunity and inclusivity, emerged as top priorities in our materiality assessment. Data protection and ethics were also considered critical to Robert Half’s stakeholders and core to our approach to business integrity and innovation. While environmental topics were identified as less impactful given the nature of our business and our carbon emissions, we are committed to addressing our environmental footprint by working closely with our stakeholders throughout our value chain. Each of our 11 material topics informed this ESG report, and we provide information and status on each topic on the following pages.

Robert Half Materiality Topics

OUR GOVERNANCE	OUR PEOPLE	OUR COMMUNITIES	ENVIRONMENT
Accountability	Diverse Workforce and Inclusive Workplace	Community Investment	Sustainable Ecosystem Impact
Board Structure	Talent Attraction, Retention and Development	Emerging Technology and Innovation	
Ethics and Integrity	Talent Engagement and Well-Being	Supplier Diversity and Inclusion	
Maintaining Trust Through IT Security and Protection			

Our Immediate Next Steps

Robert Half is actively updating our ESG strategy to align with our material topics.

Our Material Topics: Definitions

TOPIC AND DEFINITION

Accountability

Ensuring enterprisewide accountability to our ESG commitments and integration of ESG considerations in decisions around business strategy, capital allocation and risk management

Ethics and Integrity

Promoting a strong culture of ethical business conduct, professional integrity and accountability throughout our global operations and in our corporate governance

Board Structure

Effectively managing the right experience, skills, independence and diversity of our board of directors

Maintaining Trust Through IT Security and Data Protection

Implementing systems and processes that are designed to securely collect, store, share and transfer data of clients, employees, engagement professionals and the company while upholding the right to privacy and protecting data from unwanted parties and unauthorized access

Diverse Workforce and Inclusive Workplace

Recruiting, hiring, promoting and retaining a diverse workforce, including diversity of gender, race, ethnicity and sexual orientation, across our talent ecosystem, from executive management to contract talent professionals that meets the needs of our evolving business and our clients; creating a workplace where all employees feel they belong and are respected, supported and valued

TOPIC AND DEFINITION

Talent Attraction, Retention and Development

Attracting and retaining our talent by providing equal access to career advancement, providing competitive and equitable compensation, and creating learning and development opportunities; helping people navigate workplace transformations and addressing barriers to employment by upskilling, reskilling and enabling people for the future of work

Talent Engagement and Well-Being

Understanding the needs of our talent through continual two-way feedback and communications in order to design guidelines, programs and support that increase well-being and satisfaction

Emerging Technology and Innovation

Embracing new technology and services that meet our stakeholders' evolving needs in a dynamic world, which also includes considering and reviewing the responsible use of the new technology and services

Community Investment

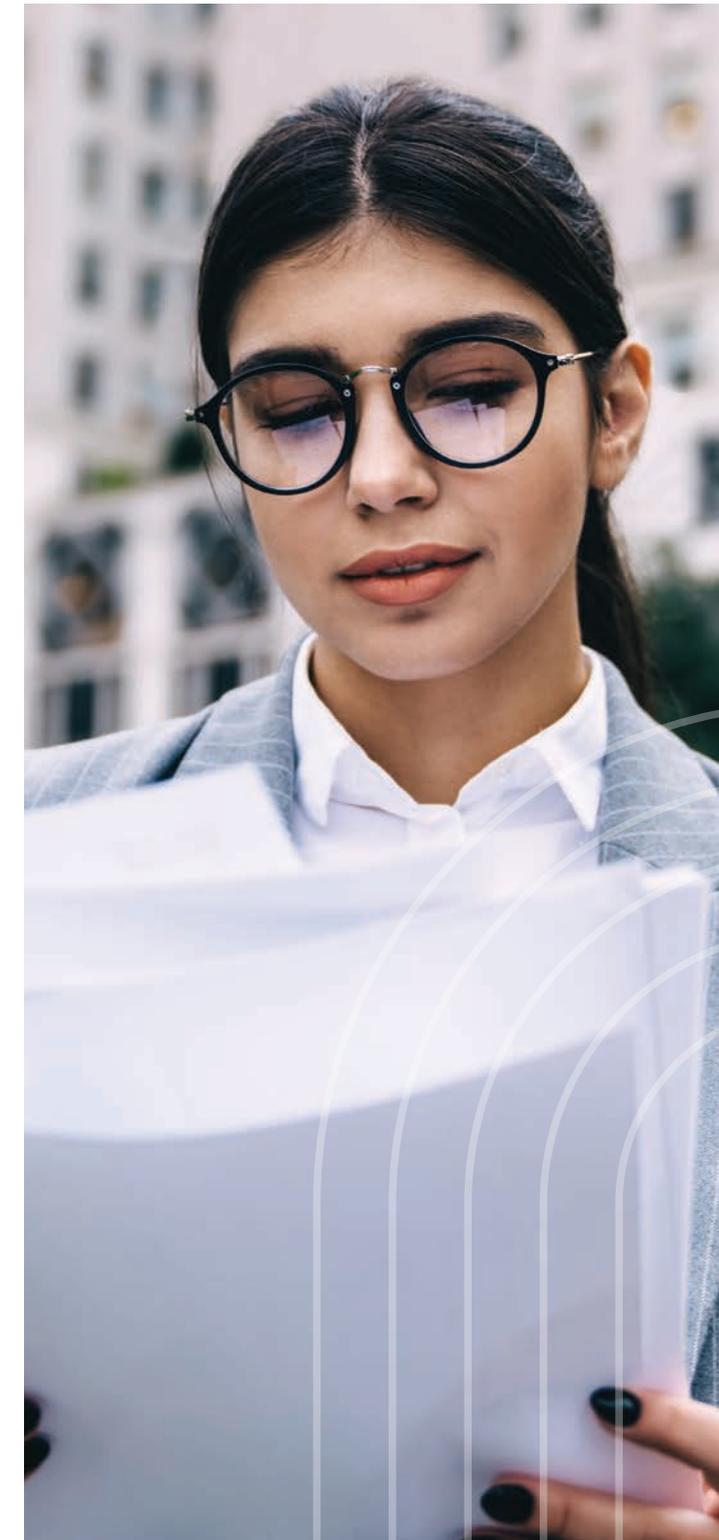
Leveraging company resources, technologies and employee skills to work with our stakeholders to address community needs

Supplier Diversity and Inclusion

Promoting and supporting the growth and development of diverse businesses, including minority-owned, women-owned, LGBTQ+-owned, disability-owned, veteran-owned small businesses and local suppliers as part of our overall supplier base

Sustainable Ecosystem Impact

Prioritizing a strategy that addresses energy consumption and climate change risk, improves efficiencies across our operations and expands opportunities to increase the use of renewable energy sourcing, including working with our stakeholders to meet our environmental and social commitments



HOW WE APPROACH ESG: ACCOUNTABILITY

Robert Half develops and executes our ESG strategies and initiatives with the oversight of our company's board of directors and senior leadership across programmatic areas. Our board receives reports on various ESG activities regularly throughout the year, including policy and program updates related to human capital management, community and DEI initiatives, cybersecurity and privacy, and other compliance topics.

In 2021, we operationalized our commitment to address social and environmental sustainability topics by hiring a Senior Director, ESG. The Senior Director is building a team and collaborating across the

business to enhance and centralize our oversight and reporting related to ESG activities.

The ESG team is part of our Business Operations and Law group under the leadership of our Senior Vice President and Global Privacy Officer, who reports to our President and Chief Executive Officer. Our business functions, in collaboration with the ESG team, drive management accountability for a range of ESG topics and programs. This collaborative structure is designed to maximize our impact, drive business performance and create long-term value for our stakeholders.



HOW WE APPROACH ESG: OUR APPROACH TO REPORTING



We have historically published Corporate Citizenship (ESG) reports every two years. Beginning with this report, focused on calendar year 2021, we are adopting an annual publishing schedule. Releasing our ESG report annually will help us deliver more frequent and current updates about our progress to address the ESG topics we know are most important to our stakeholders.

In addition to seeking alignment with the United Nations initiatives where applicable as described previously ([see p. 10](#)), Robert Half used the following standards to inform our disclosures in this report. We also used these global reporting guidelines to inform our recent materiality assessment ([see p. 11](#)):

- Sustainability Accounting Standards Board (SASB) Standards
- Global Reporting Initiative (GRI) Standards
- Taskforce on Climate-Related Financial Disclosures (TCFD)
- CDP Climate Change

The content provided represents our progress and performance for calendar year 2021, Jan. 1, 2021, to Dec. 31, 2021. All content and data reflect our global operations enterprisewide, including both Talent Solutions and Protiviti, except where otherwise noted.

OUR GOVERNANCE

In this section, we present details of our approaches to corporate governance-related material issues, including how we promote ethics and integrity in our conduct and operations, how we structure our board of directors, and how we build trust with stakeholders by managing the risks associated with maintaining data security, confidentiality and integrity.



IN THIS SECTION:

- ▶ [Ethics and Integrity](#)
- ▶ [Board Structure](#)
- ▶ [Maintaining Trust Through IT Security and Data Protection](#)

OUR GOVERNANCE: ETHICS AND INTEGRITY

Our Approach

Ethics has been one of our fundamental values at Robert Half since our founding over 70 years ago. Our culture, people, policies and procedures are all guided by ethics and integrity.

Our ethics and compliance team, under the leadership of our General Counsel and Corporate Compliance Officer, oversees our overall program design and implementation. In managing and designing our corporate compliance program, our General Counsel obtains guidance from our Compliance Program Advisory Board, which consists of senior executives from our company. Our [Code of Business Conduct and Ethics](#) (the “Code”) sets clear expectations for upholding our ethical standards.

We encourage employees, suppliers, partners and others to report concerns regarding the company by using our anonymous third-party hotline. This hotline is available 24/7 via phone at 1.800.251.4621 or online at roberthalfethicsline.com. Robert Half does not tolerate direct or indirect retaliation, in any form, against an individual for making a good faith report of potential or actual misconduct or violations of the Code.

Below are just a few examples of how Robert Half made progress in 2021 toward addressing the material topic of ethics and integrity, including through our existing practices.

Training and Certification of Business Code of Conduct

Global employees renew their training and certification to Robert Half’s Code of Business Conduct and Ethics each year through online training. The training is offered

in seven languages and focuses on topics such as anti-corruption, insider trading and whistleblower procedures.

Ethics Communications

We include ethics and compliance as part of our new employee onboarding program.

In the third quarter of 2021, we hosted our inaugural Global Ethics Day to broaden the reach of employee participation in ethics. We also debuted an enhanced Ethics & Compliance intranet site to provide more resources to assist employees in ethical decision-making.

Recognition

We are proud that Corporate Secretary Magazine shortlisted Robert Half for their 2021 Corporate Governance Awards for the [best compliance and ethics program \(small to mid-cap\)](#).

Where We’re Headed

Robert Half remains committed to operating with integrity in everything we do — a commitment unchanged for over seven decades. We will continue to seek to integrate ethics across all aspects of our business, including adding resources to assist with navigating the increasing impact of global trade sanctions. We seek to live by ethics and integrity each and every day — to do the right thing for our people and partners at all times.

OUR GOVERNANCE: BOARD STRUCTURE

Our Approach

Our board of directors plays a fundamental role in overseeing Robert Half's strategy and risk management activities, including those related to the ESG issues that matter most to our business and stakeholders. Our directors bring to bear a broad range of qualifications, skills and attributes to execute their roles. Their contributions, both individually and through committee participation, exhibit a commitment to sound corporate governance rooted in our enterprise values: Integrity, Inclusion, Innovation and Commitment to Success.

The entire board annually reviews its leadership structure to assess what best serves the interests of the

company and our stockholders. Our board's current governance structure, which consists of an executive chairman of the board, an independent lead director, a CEO (who is also a director), and a majority of independent and engaged directors, is optimal for guiding Robert Half through both strong and challenging periods and maintaining the focus required to achieve our business goals.

The significant responsibilities of the lead director's role, along with completely independent audit, compensation and nominating committees, also help to create a strong, independent and active board for Robert Half.

At a Glance: Our Board's Independence, Expertise and Background

- Five of seven (71%) directors, including the lead director, are independent.
- Our audit, compensation and nominating committees are 100% independent.
- Independent directors regularly meet in an executive session without management.
- Forty percent (40%) of independent directors self-identify as members of an underrepresented community, with 20% based on gender and 20% based on race and ethnicity or cultural background.
- Forty percent (40%) of the independent directors have served on the board for five years or less.

Commitment to Board and Executive Diversity

Robert Half is deeply committed to promoting diversity and inclusion throughout our organization, including our leadership. That commitment is reflected in the Corporate Governance Guidelines, which include the policy for CEO and director succession criteria.

The Corporate Governance Guidelines require that if a third-party search firm is used to identify external candidates for the role of CEO or in the event of a board vacancy, the search firm shall make best efforts to include qualified female and racially and ethnically diverse candidates in the initial pool of candidates it presents. The nominating and governance committee will also use best efforts to include such candidates in the pool of director nominees.

Where We're Headed

We will continue to review the structure of Robert Half's leadership and board to confirm that both are serving the interests of our company and stockholders. We will also continue to prioritize our efforts to promote diversity and inclusion at all levels of the organization and maintain a strong, independent and active board for Robert Half. Our Code of Business Conduct and Ethics was amended in February 2022 following the board's regular review of corporate governance policies to enhance clarity and to make updates to reflect developments in best practices and certain regulations.



OUR GOVERNANCE: MAINTAINING TRUST THROUGH IT SECURITY AND DATA PROTECTION

Our Approach

One of Robert Half's fundamental imperatives across our business is continuing to maintain and build the trust of our clients, candidates and employees by managing the security, confidentiality and integrity of the data we collect from them. As such, we have implemented privacy and security measures at the organizational, architectural and operational levels. See our related SASB disclosures on security and data protection in our [data tables](#).

Privacy

Robert Half is committed to adopting and promoting policies and procedures designed for the protection and responsible use of data processed by our business in compliance with applicable laws and our contractual obligations. Our privacy program is led by our Senior Vice President and Global Privacy Officer.

Where We're Headed

Robert Half consistently evaluates the privacy risks associated with our practices. We will continue working toward applying safeguards and processes in line with best practices to protect the data of our clients, candidates and employees. These efforts include, where appropriate:

- Adopting international standards on privacy and data protection
- Integrating privacy-by-design principles in our operations
- Improving privacy awareness through awareness campaigns and training



Cybersecurity

The company's Enterprise Information Security (EIS) program, led by our Chief Information Security Officer, is responsible for, among other things, assessing and managing risks related to Robert Half's information technology systems (which include the information technology systems used by Talent Solutions and Protiviti). Our EIS team is dedicated to protecting our systems, our data and our clients' data from the rapidly evolving, and increasing number of, security threats and vulnerabilities. The EIS team identifies and evaluates risks and manages various security initiatives and services, including risks associated with the confidentiality, integrity and availability of information critical to the company's business.



Where We're Headed

We will continue to be committed to addressing risks associated with confidentiality, integrity and availability of information and systems critical to the company's business.

See our privacy and data security SASB disclosures [here](#).

OUR PEOPLE

At Robert Half, we understand the importance of making sure our employees are heard and feel valued; it is foundational if they are to do their best work and find satisfaction in their jobs. Below we provide an overview of the steps we are taking to understand and act on employee priorities and a look at our ongoing efforts to build a diverse and inclusive workplace. This includes our initiatives to attract, retain and develop talent; engage our people; and promote their well-being.

We believe talent attraction, retention, development, engagement and well-being are inextricably intertwined, in that they all help to strengthen the diversity of our workforce and create an inclusive workplace. We must succeed in all of these endeavors if we are to achieve our ESG goals as a company and stand out as an employer of choice for today's professionals, who want to work for an organization with a clear commitment to sustainable and socially responsible business practices.



IN THIS SECTION:

- ▶ [Diverse Workforce and Inclusive Workplace](#)
- ▶ [Talent Attraction, Retention and Development](#)
- ▶ [Talent Engagement and Well-Being](#)

OUR PEOPLE: DIVERSE WORKFORCE AND INCLUSIVE WORKPLACE

Robert Half's values set the stage for our support of DEI. We continue to embed DEI principles into our core identity so that equity and inclusion are a part of the lens through which we conduct our business.

At all levels across our talent ecosystem, including our employees as well as our candidates we place with clients, Robert Half cultivates a culture where people of various nationalities, ethnicities, races, gender identities, experience levels, sexual orientations, apparent and nonapparent disabilities, and other characteristics are accepted and included, feel they belong, and are empowered to achieve a meaningful, successful career.

Our Approach

We are intentional in our DEI efforts to provide an exceptional work environment that enables our employees to connect to each other, thrive through opportunities and grow in the communities where we live and work. We remain dedicated to providing equal opportunity and prospects for growth and advancement to all our employees.

We strongly believe in our efforts to be an inclusive employer and resource of choice for the clients, candidates and communities we serve. We also focus on meaningful support for our employees in their careers by continually establishing new initiatives and enhancing our existing efforts.



Robert Half: An Equal Opportunity Employer

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

Diverse Talent

As a global organization, Robert Half recognizes the importance of making sure that diverse backgrounds, insights, perspectives and experiences are represented throughout the company. Achieving this requires intentionality throughout the entirety of the employee life cycle, including attracting and recruiting, hiring, developing and promoting, and retaining a diverse workforce across Robert Half's talent ecosystem.

Data Powers Progress

We believe that data is an important catalyst for change and an indicator of progress, which is why Robert Half shares enterprise-level representation metrics for global gender and U.S. race and ethnicity, internally and externally ([see p. 56](#)). By providing key trending information and demographics, our leaders can better focus on the development, promotion and retention of

historically underrepresented talent, while also informing their decision-making processes to improve DEI structures across the organization.

Diversity in Leadership

As part of our commitment to DEI, we strongly believe that the most effective means to improve our overall diversity metrics and become a truly diverse workforce is to have diverse leadership.



Diverse leaders serve as role models, helping to grow the next generation of leadership within the organization, and serve as a beacon to draw outstanding talent into our profession. We recognize that this is a continuing journey for us, and we are working hard to create a diverse and talented pipeline as part of succession planning across our leadership.

Inclusive Workplace

Our company supports the communities where we live and do business. Robert Half creates relationships with workers and businesses, external organizations and other local community members to learn about the people we serve and support.





Employee Network Groups (ENGs)

We are proud of the engagement of our employees in our ENGs. Our ENGs are committed to providing their members professional development and learning opportunities.

With increased participation, philanthropy, cross-company collaboration and exposure to DEI topics on a global level, our ENGs receive significant funding and support from executive leadership. In 2021, 50% of Robert Half employees participated in at least one ENG event. You can find more information about our engaging and comprehensive [Robert Half](#) and [Protiviti](#) ENGs on our websites.

External Strategic Alliances

Robert Half has deepened its relationships with new and existing strategic alliances that support the needs and interests of diverse groups. Collaborating with these organizations allows our company to enhance our workforce and our clients' workforces, as well as community development, including providing networking, recruiting, community engagement and professional development opportunities to our employees.

As part of our sponsorships with diverse organizations, Robert Half hosts webinars, career fairs, and other events and learning opportunities related to DEI. These efforts help educate our employees on topics like unconscious bias, allyship, mental health and honoring military veterans.

2021 Impact Highlights

Here's a look at some of the ways that Robert Half made progress in 2021 toward creating a more diverse workforce and inclusive workplace.

 We infused our Inclusive Hiring Practices training across our recruiting processes to facilitate presenting a diverse slate of candidates. To amplify internal employee mobility, we have updated job templates to ensure inclusive language and have shifted internal hiring practices and processes to better attract our own talent to work across Robert Half and Protiviti.



We continue to require annual awareness training and offer global unconscious bias training.



We strengthened partnerships with national external diversity partners to enhance workforce and community development. In addition, we introduced two new partners focused on disability and LGBTQ+ communities.

Where We're Headed

Robert Half will build on the success of existing efforts and implement the following actions to build a more diverse and inclusive workforce.

- As DEI continues to be integrated into our overall strategy, our executive council will focus on **supporting our ENG governance, business strategy and succession planning**.
- To further integrate and weave DEI into our processes, we will be applying a DEI lens to our talent management and succession processes to **identify development and growth opportunities for our underrepresented groups**.
- The future of work requires us to find new ways to connect with each other. We will leverage our ENGs to drive new connection opportunities and **create meaningful ways for our employees to learn about each other** and their respective identities.
- We are reinventing our learning and development programs to have further reach and better support our new ways of working. This will help us develop more employees at all levels of the organization, **creating diverse pipelines for our future leadership roles**.

OUR PEOPLE: TALENT ATTRACTION, RETENTION AND DEVELOPMENT

Our Approach

Central to the growth and success of Robert Half's business is our company's ability to attract, retain and develop talent. More than that, we want to build a community of talent that is motivated to work with us and toward our mission for the long term. One key aspect in achieving these goals is placing the principles of an inclusive culture at the core of our company's values.

Talent attraction and retention are vital to Robert Half's operations, and they are also a business driver for serving our clients and candidates. We are committed to delivering an exceptional customer experience to our clients, employees, candidates, external candidates and business partners. We are relentless in our efforts to continually improve

our best practices for finding top talent in the marketplace for our own company and for the many employers around the world who come to us for hiring help.

Embracing Work Flexibility

Through the pandemic, we took the opportunity to design and embrace a new flexible work model (including hybrid) for our internal staff. Significant input from employees via our Employee Voice survey and global task forces went into the development of our flexible work options, which were designed to prioritize employee choice and autonomy. The success that we've experienced with this model proves that our people-first approach can give us a competitive edge for hiring and retaining talent.

Staying on Top of Trends

Robert Half is a recognized thought leader in how companies can approach hiring to attract the skilled talent they need to succeed, including by offering competitive compensation, benefits and perks.

The labor market in 2021 underwent extraordinary change as remote and hybrid models became normalized and professionals changed jobs at record levels. And just as we have embraced flexible working models for our company, so have our clients and candidates, who are increasingly willing to recruit from outside their geography and embrace remote work arrangements.



Research conducted for Robert Half's annual [Salary Guide](#) found that workers are looking at more than just compensation when considering job offers. They're also looking for flexible work schedules and remote work options.



Remote work for our candidates and clients is a significant opportunity for our company and strengthens our competitive position because we have a global brand, global office network, global candidate database and AI-driven technology that local and regional staffing firms simply do not have.

We've stayed nimble as an organization to respond to these trends. Throughout our business, we continue to connect people to meaningful and exciting work and provide our clients with talented people who have the skills and knowledge their business needs to compete and grow with confidence. We can do this in many instances without geographic limitations, allowing us to further leverage the breadth and scope of our footprint.

Learning and Development

Professional development is a high priority for Robert Half from an employee retention standpoint

and is fundamental to our goal of helping our employees reach their full potential. We want to provide a learning experience that will enhance and promote our overall goal of attracting, engaging, retaining and developing employees of all tenures, positions and locations, and enabling them to be as productive and successful as possible during their time at Robert Half.

2021 Impact Highlights

Robert Half invests in and works to provide each audience open and tailored learning opportunities. Please see our learning and development hours in our [data tables](#). Following are some of our accomplishments in 2021 related to learning and development for our people:

Navigating Workplace Transformations

In 2021, we transformed our employee development program to accommodate learners working

remotely or following a hybrid working model. We developed virtual learning tools, platforms and technology that can reach every employee when they want it and where they need it. These tools are aligned with the technical and professional skills, mindsets and behaviors necessary for success.

Investing in Leadership

We equip our managers with the skills and capabilities needed for leading, connecting and engaging with their teams in remote and hybrid work environments. In 2021, each leader across our global landscape examined the needs and goals of their teams and identified key behaviors and mindsets that would need to shift for a successful transition from 100% remote to hybrid leadership.

Onboarding for Success

Our support of the success of our employees starts on their first day on the job. As the work environment changed and our workforce expanded, we challenged ourselves to think creatively and differently. As a result, we modified our new employee onboarding programs to address the unique aspects of remote and hybrid work in 2021, including:



Revamping the new-hire experience to provide a full suite of tools and resources that make onboarding easier and more comprehensive.



Allowing our Talent Solutions employees to go through onboarding with a cohort of other new hires over their first 13 weeks at Robert Half.



Assigning workplace peers to new employees to help them better understand and appreciate our company's culture.

Investing in the Talent of Tomorrow — Today

Robert Half, as a part of the U.S. Department of Labor program and in partnership with public educational institutions, piloted the Apprentice Workforce Innovation (AWI) program in 2021. The program is designed to help address critical nationwide talent gaps while providing career opportunities to promising professionals in underrepresented communities.



Where We're Headed

We remain committed to providing compelling, interactive and relevant learning and development opportunities for employees across all of our locations and in various formats designed to address the needs of all of our employees, regardless of their work approach.

In 2022, we will continue to embrace hybrid and flexible work options and provide thought leadership designed to allow

our clients and candidates to succeed, and our learning and development programs will continue to support virtual and self-paced learning to help our people achieve their professional goals. We will continue to support our leaders, especially new managers, in their efforts to instill a people-first mindset and lead with intentionality, considering the unique needs of each employee (including work location and style) across their teams.

OUR PEOPLE: TALENT ENGAGEMENT AND WELL-BEING

Our Approach

Robert Half's ongoing commitment to the health, safety and well-being of our employees is of paramount importance and is fundamental to ensuring that each person feels valued and supported at work. Beyond implementing measures to protect their basic health and safety and offering flexible and comprehensive benefits, we prioritize ongoing engagement with our people to help make sure we're tracking and understanding their needs as they evolve. Over the years, we've expanded our support to embrace physical, financial, social, emotional and community well-being.

Healthcare and Other Benefits

One particular focus for our company today — and into the future — is evaluating our benefit programs, providing solutions that work throughout the employee's life cycle and changing needs. An upcoming review of our offerings will focus on benefits for special needs children and veterans, fertility benefits, equitable time-off benefits, mental health awareness training for managers, and increased financial wellness products such as a Roth IRA and after-tax savings plans.

Following are some areas where we made notable progress in 2021 toward growing our understanding of our employees' needs and helping to address them.



Flexible Work Options

We continued to offer our employees remote and hybrid work options. Going forward, we are committed to offering the flexible options that support our people's work-life balance.

Expanded Health Benefits and Well-Being Programs

We amended our health benefits, well-being programs and safety protocols to better support our internal staff employees through the pandemic, including:



Augmented paid leave related to COVID-19



Up to 15 days of backup childcare and eldercare solutions



Virtual tutoring for dependents



Resources, webinars and one-on-one college coaching for parents and dependents



A stipend for employees to cover well-being expenses



Business allowances to cover costs associated with working from home



Expanded tuition assistance across the U.S. to support professional development

Also, beginning in January 2022, Robert Half provided an additional floating holiday for our employees in North America to show our continued support for their work-life balance. This floating holiday also covered our 4,000 full-time engagement professionals — Robert Half employees placed with clients who desire access to long-term,

dedicated consultants for times when project continuity is essential.

Reduced Burden for Healthcare Costs

Robert Half has helped limit the burden of rising healthcare costs for our U.S. employees and full-time engagement professionals by not increasing the employee portion of the health premium for our medical, dental and vision plans during the pandemic. We also have maintained the Robert Half Emergency Fund in North America, which allows internal staff employees to support colleagues experiencing financial hardship.

Stepped Up Help for Mental Health

To help reduce the stigma often associated with mental health issues, Robert Half created a video of some of our global leaders expressing their candid views about mental well-being and the impact that the COVID-19 pandemic has had on them personally. We also added over 11,000 virtual therapists to our mental health network during the pandemic to provide our employees and full-time engagement professionals with support, tools, counseling and more within 24 hours of their request. We initiated a well-being newsletter and added several more webinars related to both mental and physical health.

Encouraged Physical Well-Being

We implemented a four-week global walking/activities challenge called Epic Walks Around the Globe. The challenge combined community well-being with physical well-being by encouraging employees to participate in wellness activities such as walking, biking, swimming, yoga and meditation. More than 1,800 employees participated, and the top 10 teams won donations ranging from \$1,000 to \$5,000 for their favorite charities.

Telehealth Services for Contract Professionals

In 2021, Robert Half added telehealth services (which services were already offered to our other full-time employees) to the medical plans of our contract professionals working at a client or vendor so that those participating in a Robert Half medical plan have 24/7 access to doctors by phone or online.

Also, we added an online hub for these professionals to get access to wellness products and employee discounts on products and services.

Employee Engagement Surveys

We believe that safeguarding and promoting the well-being of our employees requires maintaining productive, two-way communication measures for listening and responding to their feedback, concerns and ideas. Robert Half regularly surveys our employees to gather their input and feedback regarding the issues they view as most important for our enterprise to address.

We also take extra measures, such as setting up focus groups and task forces, to make sure we understand the survey feedback and to solicit our employees' ideas and suggestions for designing solutions that address

their challenges and concerns. This ongoing, two-way dialogue allows us to pivot and evolve our programs to best meet the changing needs of our employees and align with their professional priorities.

Our employees' opinions can inform and spur innovation across our business and culture — from onboarding practices to professional development and wellness programs to investments in new technology. Listening and responding to their feedback regularly and actively is foundational for creating a community of trust, respect, empowerment and satisfaction across all areas of our organization.

Inviting and Responding to Feedback From Our Full-Time Engagement Professionals

In March 2021, Talent Solutions initiated our first employee engagement survey with our full-time engagement professionals to get their direct input on what we're doing well and where we can improve (similar to the employee surveys already being provided to our other full-time employees). We learned that many of them thought we could create a better onboarding experience, hold more career growth discussions and enhance our reward and bonus programs.

In response, we are rolling out a new onboarding and orientation program for these professionals and introducing an annual career discussion program in 2022. We also made several enhancements to our bonus programs in October 2021. In addition, we paid out nearly \$1 million to our full-time engagement professionals in new candidate and job order referral bonuses in 2021 — enhancing our program and the job satisfaction of these professionals.

Throughout 2021, Protiviti continued to enhance our new hire experience, reaffirming to our new joiners around the globe that they have come to the right place. We launched Passport+, our 365 Day New Hire Experience, providing intentional moments live-virtually and through

a micro-community site for our new joiners to experience our culture, better understand our strategy, and to feel included, seen, valued and heard. We strengthened our onboarding software to help deliver the right experiences to new joiners at the right time. In North America,

we re-imagined and created an onboarding experience tailored to our interns and received the NACE (National Association of College and Employers) 2022 Recruiting Excellence Award for large employers.

2021 Impact Highlights

Robert Half saw the following results in 2021 from our efforts to help improve talent engagement and well-being:

-  85% of our employees responded that they would recommend our enterprise as a great place to work.
-  Robert Half and Protiviti were included in Fortune's 2021 list of the "100 Best Companies to Work For®".
-  Employee scores on engagement and well-being rose continuously throughout the pandemic in response to actions taken to support the areas that mattered most to our employees.



Where We're Headed

In 2022 and beyond, Robert Half plans to continue investing in our people, including strengthening and updating our health plans, and safety and wellness programs. We will continue to use direct feedback from our workforce to help inform us and guide our decision making related to programs and activities for increasing talent engagement and promoting our employees' overall well-being.

OUR COMMUNITIES, CLIENTS AND PARTNERS

This section of our report covers Robert Half's efforts to shape the future of work through technology and innovation, how we invest in communities where we operate and encourage our employees to do the same, and how we seek to work with suppliers who conduct business in ways that align with our company's values and ESG objectives.



IN THIS SECTION:

- ▶ [Emerging Technology and Innovation](#)
- ▶ [Spotlight: Protiviti's ESG Solutions](#)
- ▶ [Community Investment](#)
- ▶ [Supplier Diversity and Inclusion](#)

OUR COMMUNITIES, CLIENTS AND PARTNERS: EMERGING TECHNOLOGY AND INNOVATION

Our Approach

Robert Half has always been an innovator, from pioneering the idea of professional-level contract roles to becoming an early adopter of digital transformation. An openness to new ideas is part of our DNA and drives us to continually reinvent, evolve and improve to maintain our leadership position in the marketplace and remain an employer of choice. Our talent solutions practice combines our proprietary matching technology, which is driven by advanced artificial intelligence, with our global job candidate network and the expertise of our professional recruiters to quickly find the best candidates for our clients.

Innovation is, and will continue to be, a strategic differentiator as we seek to reimagine the world across our

business, explore new business models and embrace the latest technology, reinforcing our position as a leader in the professional services industry.

Our Focus on Innovation

Robert Half is committed to developing and deploying technology and innovation for our customer and employee use that is free from bias and discrimination. Over the past 10 years, Robert Half Talent Solutions has introduced industry-leading technology for matching candidates to jobs and candidate engagement. This technology has provided us with a competitive advantage by allowing us to adapt quickly to the new marketplace of remote and hybrid work and to leverage our large, proprietary database of candidates without geographic limitations.

Our proprietary technology uses techniques like natural language processing and entity extraction to eliminate context and avoid machine-learned bias. Steps to root out biases include not considering data that might indicate a job candidate's gender, race, age or socioeconomic status. We have also configured our systems to ignore names, addresses, hobbies, school names and graduation years, focusing instead on job skills and experience relevant to open positions.

Today, this technology is powering job order placements for hiring managers and talent solutions professionals every day through our digital business offerings and our internal productivity tools. Together with our people, these technologies enable us to find solutions to meet the critical talent needs of our clients.

Protiviti prioritizes [innovation](#) within client delivery and its internal operations, including offering our people rotating secondments at global and virtual innovation sites called iNNs. From education, ideation, design development and prototyping, our investments in innovation help us, our clients and the communities we operate in respond to rapidly changing challenges and opportunities. Trainings such as Access to Design Thinking and the LUMA Institute of Human-Centered Design is available to all employees globally, empowering incorporation into day-to-day work. Reinforcing that ideas can come from anywhere at any time, IdeaSwell, our always-open online community, allows ideas to be submitted, discussed and voted on by anyone throughout the firm. Our iNN residents represent a global and diverse mix of expertise, levels, backgrounds and skill sets based on the principle that diversity of thought optimizes innovation. Residents check their titles at the door to ensure

everyone has an equal place in the problem-solving process, while also giving the opportunity for our people to safely explore their leadership capabilities within the team.

Robert Half will continue to innovate and expand our use of data science-driven tools and capabilities, both internally and for our customers, through our digital business offerings, and Talent Solutions will continue to evaluate our capabilities against bias throughout our placement services process.

The Robert Half Mobile App

Our advanced AI-matching algorithms and global infrastructure are strengthened by Robert Half's industry-leading mobile app. With the app, candidates can find and apply for jobs fast and easily with a simple one-touch button, receive personalized job recommendations, and track their application status.



The Robert Half mobile app has helped job seekers in the United States and Canada apply to more than 1.15 million open positions and receive over 2 million job recommendations from July 2019, when the app was launched, to the end of 2021.

Our app received a prestigious [Gold Stevie Award](#) in the 2021 International Business Awards® competition for Mobile Sites and Apps in the Professional Services Category. Here's what the judges had to say about our product:

"The app makes finding a job faster and easier than ever before. There is seamless experience across all devices, Android and iOS. Navigation is intuitive. Focus is on user goals (and) customer personalization.

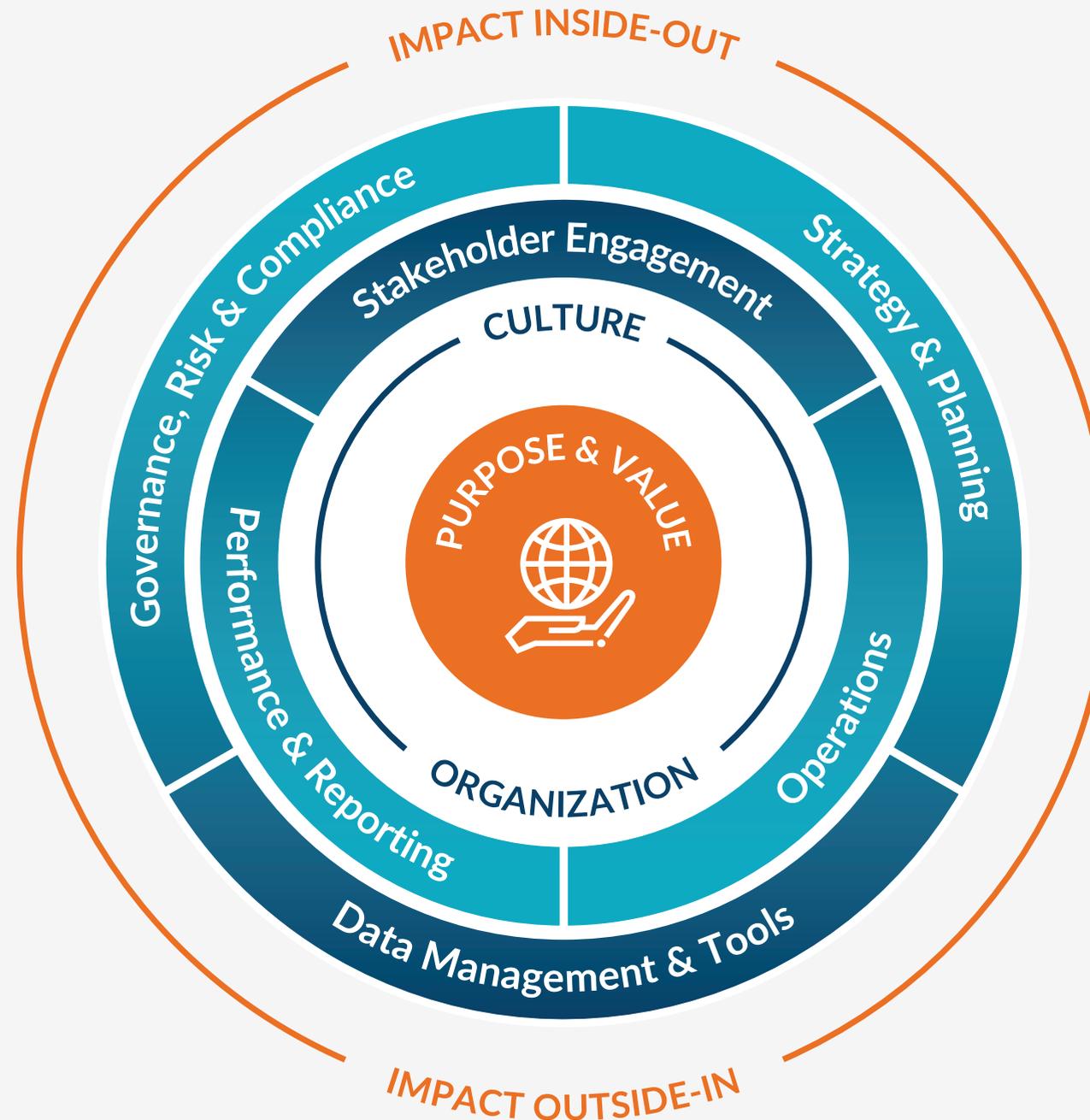
This is a great professional recruiting app; well thought out and simply designed. Well done!"

SPOTLIGHT: PROTIVITI'S ESG SOLUTIONS

While we focus on social responsibility and sustainability within our company, Protiviti, our global business consulting subsidiary, also offers ESG solutions to our clients. Protiviti works closely with clients to effectively evaluate what ESG means for them and helps them build, implement, execute, monitor and report on ESG objectives that will evolve and grow with their organization.

Protiviti's sustainability consulting and multidisciplinary subject matter experts assist companies across industries in the following areas of ESG:

- Strategy and planning
- Operations, performance and improvement
- Governance, risk and compliance
- Reporting, data management and tools
- Stakeholder engagement



protiviti[®]
Global Business Consulting

Promoting Sustainability at Protiviti

Protiviti is a founding alliance member of the Sustainability Accounting Standards Board (SASB). Protiviti Senior Managing Director Bob Hirth [serves as co-vice chair](#) of its standard-setting board.

Protiviti is also a member of the U.S. Green Building Council, where Protiviti Associate Director Melanie Larkins serves on the Leadership in Energy and Environmental Design (LEED) Advisory Committee.



At Protiviti, we combine our innovative approach to problem-solving, a deep understanding of today's ESG imperatives, and technology expertise to help clients create integrated, impactful ESG operating and reporting strategies.

**– Joe Tarantino,
President and CEO, Protiviti**

Where We're Headed

Protiviti is advancing our ESG services by providing our clients with industry- and solution-focused webinars, highlighting ESG updates and topical areas through a monthly podcast series and newsletter called Board Perspectives for board members, conducting ESG training programs for all of our consultants, and continuing to develop additional ESG thought leadership through [white papers and other content](#).



Case Study

Protiviti supported the Corporate Social Responsibility & Sustainability department of a major food and beverage manufacturer to conduct an assessment of the competitive landscape regarding specific industry-related sustainability topics, such as climate change, packaging and supply chain issues, and suggested action items to improve the client's sustainability strategy.

OUR COMMUNITIES, CLIENTS AND PARTNERS: COMMUNITY INVESTMENT

Our Approach

Robert Half has a strong tradition of community engagement through our global volunteer and philanthropy programs. Through our two umbrella community involvement programs, Leading by Example (Talent Solutions), which focuses on education and workforce development, and iCare (Protiviti), which focuses on social impact and addressing hunger, employees throughout our enterprise are encouraged to connect and interact with the communities where they live and work to make a lasting impact.

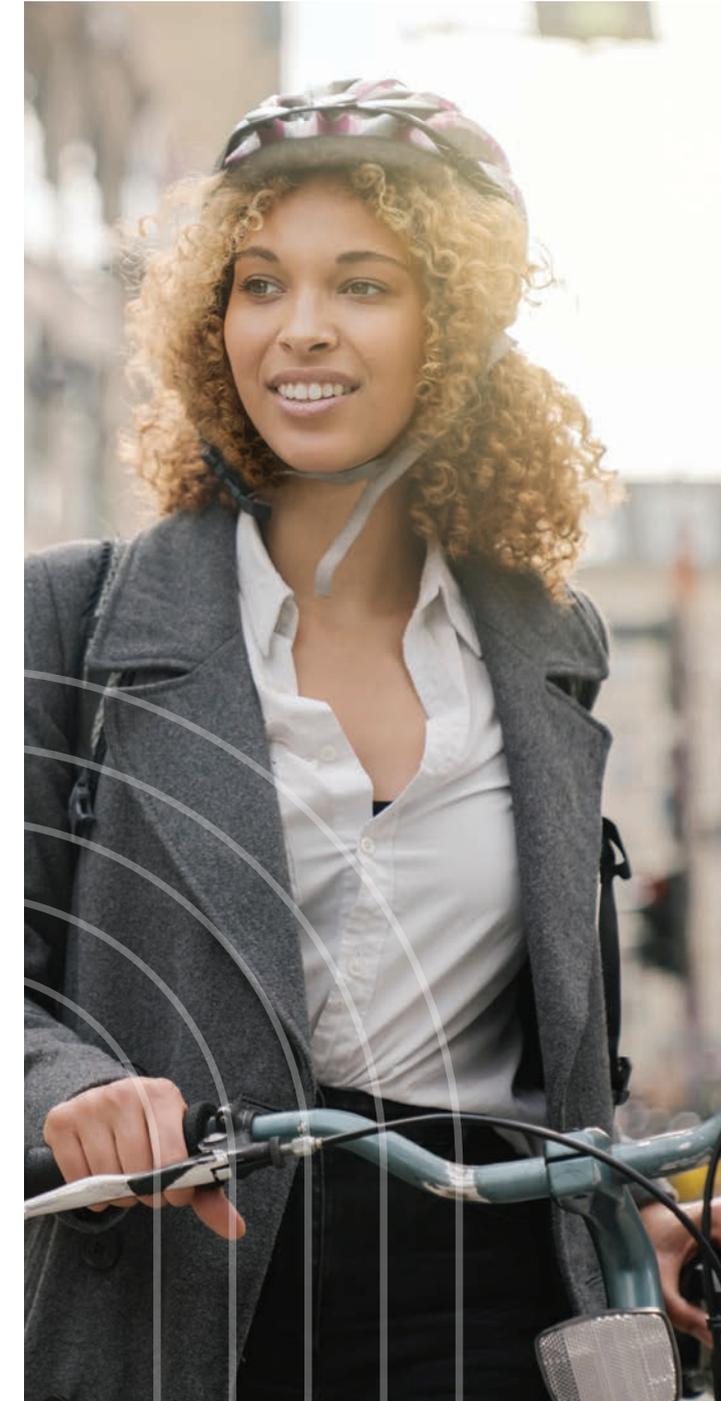
Scholarships

Robert Half invests in the development of the next-generation workforce by providing scholarships to exceptional students looking to advance their education. These students, in turn, gain a deeper understanding of our mission and core values and learn how we can support them in their future careers.

Among recipients of our scholarships are our strategic diversity partners, who subsequently award the funds to promising students.

Here are some of the organizations and programs Robert Half provides scholarships to:

- AICPA (American Institute of Certified Public Accountants)
- Ascend Pan-Asian Leaders
- Minority Corporate Counsel Association
- National Association of Black Accountants
- National Merit Scholarship Corporation
- New York University
- Rhode Island School of Design



Matching Gifts

To amplify the financial contributions and volunteer efforts of our employees, Robert Half matches contributions through:

Direct Giving

For every dollar our employees donate to an eligible nonprofit, Robert Half gives a dollar as well.

Activity-Based Fundraising

When our employees take part in runs, walks, bike rides and other events that benefit eligible causes, we match the total amount raised.

Volunteering

Through our Happy Hours and Dollars for Doers volunteer programs, we provide a grant of \$15 for every hour an employee volunteers with qualified charities.

Employees can contribute in one of these three ways or a combination of all three. Robert Half will match the employee's contributions up to a maximum of \$1,500 per year, plus an additional \$500 for our Giving for Equality program. Our Giving for Equality program demonstrates how DEI is core to Robert Half's culture: Employees receive an additional \$500 in Matching Gifts for select U.S. organizations that support DEI. In 2021, we expanded this program to incorporate nine additional DEI partners, including both Robert Half strategic partner organizations and those selected by each of our Talent Solutions ENGs as their chosen nonprofit.

Grants

Robert Half offices can request grants to local nonprofits with which they've built relationships by applying for a grant from the Corporate Grants Committee. Composed of a diverse group of our employees, our Corporate Grants Committee meets quarterly to review grant applications, prioritizing nonprofits that promote workforce development and education initiatives. The committee also considers applications from employees who want to support a nonprofit they are personally involved with, even if the focus of the organization is outside education and workforce development.

To learn more about opportunities for nonprofits, see our guidelines [on the Robert Half website](#).



2021 Impact Highlights

Robert Half, through our use of company resources and technologies, and application of our employees' skills and efforts, achieved the following results in 2021:

\$6 Million Total Community Investment

Robert Half's total community investment worldwide in 2021 was nearly \$6 million, an amount that includes the corporate contributions we made to our national, global and local nonprofit partners, our Matching Gifts program and our employees' logged volunteer time.

Our partners include Junior Achievement, Boys and Girls Clubs of America, Enactus, Dress for Success, American Red Cross and Canadian Red Cross.

\$2.3 Million in Matching Gifts

In 2021, more than 5,000 employees across our enterprise participated in our Matching Gifts program. To recognize our U.S. and Canada employees' tremendous contribution to our business success in 2021, we increased our employer match from \$1 to \$2 for every donation and volunteer hour they submitted through the Matching Gifts program in 2021. This resulted in nearly \$2.3 million of our

\$6 million total community investment going to match our employees' generous cash donations and volunteer hours in support of more than 1,900 nonprofit organizations.

12.5 Million Meals

Over 12 million meals have been delivered to those in need since 2014 through Protiviti's global service program, [i on Hunger](#). With over 200 participating partners across 21 countries, Protiviti's program has helped make a positive impact in communities through the organizations it serves. More than 85 i on Hunger events were hosted in 2021, including:



Birdies for Meals

This campaign included professional golfers and brand ambassadors Jennifer Kupcho and Matthew Fitzpatrick. Protiviti pledged to donate meals each time the golfers made a birdie during the 2021 season. The golfers' successful scores contributed to the delivery of 151,500 meals to those in need.



Gather for Good

Through the Giving Tuesday trivia event with Rise Against Hunger, Protiviti provided more than 35,000 meals to communities in Madagascar.



Where We're Headed

Going forward, Robert Half will continue to expand our global community relations programs, providing opportunities for all our employees around the world to participate in programs such as Matching Gifts. We will also appoint community ambassadors to serve as the key point of contact for each country outside of the United States to help drive initiatives and events across our international locations.

OUR COMMUNITIES, CLIENTS AND PARTNERS: SUPPLIER DIVERSITY AND INCLUSION

Our Approach

Treating people equitably and embracing diversity in all areas of our business have been long-standing pillars of Robert Half's corporate culture. Supplier Inclusion at Robert Half is a corporate-wide initiative designed to support the promotion, growth and development of small and/or diverse-, women-, veteran-, service-disabled veteran-, LGBTQ+-owned businesses, and business owners with apparent and nonapparent disabilities. We also strongly encourage our suppliers and those we have alliances within our communities to work with diverse suppliers themselves.

2021 Impact Highlights

Robert Half saw the following results from our supplier diversity and inclusion efforts in 2021, where we saw a 42% overall addressable spend with small and diverse suppliers:

- **24% spend with diverse suppliers:** In 2021, 24% of our addressable spend in the United States was with diverse suppliers, up from 23% in 2020.
- **41% spend with small businesses:** Our spend in the United States with small businesses grew to 41% in 2021, up from 40% in 2020.
- **Growing recognition:** Robert Half's Supplier Inclusion program continues to be recognized by diverse business publications like U.S. Veterans Magazine, Hispanic Network Magazine, Black EOE Journal and Women's Enterprise USA Magazine.

Where We're Headed

At Robert Half, our aim is to have our Supplier Inclusion program recognized as world-class, as defined by the [RGMA Five Levels™ of Supplier Diversity](#), a system widely considered as the gold standard for measuring corporate supplier diversity programs. To assist us in this journey, we intend to focus on the following areas:

- Increasing spend with certified diverse suppliers, both Direct and Tier 2
- Proactively identifying procurement opportunities
- Enhancing profiles for active and potential diverse suppliers
- Augmenting supplier development programs of partner organizations
- Enhancing internal awareness of our Supplier Inclusion program

ENVIRONMENT

Robert Half is committed to addressing our environmental impact and operating in an environmentally sustainable way. This section of our report examines some of our recent and ongoing efforts related to that commitment, along with how we are making meaningful progress toward our company's environmental-related objectives.



IN THIS SECTION:

- ▶ [Sustainable Ecosystem Impact](#)

ENVIRONMENT: SUSTAINABLE ECOSYSTEM IMPACT

Our Approach

Robert Half's commitment to the health of our planet and its people means we seek to address our environmental impact across all areas of our organization. Our board-approved [Global Environmental Policy](#) sets the stage for how we operate across real estate and facilities, business processes, and reporting and partnerships.

We are continually strengthening our efforts to quantify, disclose and reduce our environmental footprint as we work toward setting carbon reduction goals aligned with science and increasing the amount of renewable energy we purchase. We disclose the company's energy use and emissions, inclusive of all Robert Half and Protiviti operations, in our

ESG reports and to CDP Climate Change annually.

Robert Half and Protiviti employees are crucial partners in helping us address our environmental impact, including by carrying out the local programs we've initiated to help our offices and remote workspaces operate more sustainably. Our Green Teams across the globe also help bring our employees' passion for our planet to life. They have helped to increase awareness and engagement on climate issues with our client-facing teams, organizing tree plantings and other activities. In 2022, Green Teams are integrating their work across our Protiviti ESG Solutions teams.

2021 Impact Highlights

Following is an overview of recent progress we have made to prioritize a climate strategy for our enterprise that addresses energy consumption and climate change and other initiatives designed to make a positive impact on the environment:

GHG Inventory Expansion and Assurance

We calculate our enterprise-wide greenhouse gas (GHG) inventory annually, and in 2021, we expanded the inventory to several categories of Scope 3. Our company also received third-party limited assurance of our 2021 GHG inventory. Additionally, we are in the process of conforming our 2019 and 2020 GHG inventories with the same set of expanded Scope 3 categories as our 2021 inventory.

Energy Efficiency

Robert Half works with landlords to promote energy efficiency across our global portfolio of leased office space. From 2019 to 2021, we focused on, among other initiatives, achieving efficiencies in our California data center, where we reduced electricity usage by 15% through server virtualization and consolidation, the implementation of more efficient data storage measures, and cloud migration projects.

Renewable Energy Purchasing

Robert Half made progress in increasing our renewable energy purchasing in 2021. In addition to a green tariff at our sites in France that began in November 2020, we started powering our offices in Belgium, Germany and the United Kingdom with renewable electricity via green tariffs in 2021.



Where We're Headed

Robert Half is working toward setting carbon reduction goals across our operations and value chain. As part of that effort, we are conforming our 2019 and 2020 GHG inventories to include a broader picture of Scope 3 emissions to serve as a baseline.

Meanwhile, we will continue to make progress on carbon reduction efforts by expanding our renewable electricity purchasing, including exploring electrification in buildings, and finding ways to work with our supply chain to increase adoption of carbon reduction goals. In early 2022, for example, our California data center switched to a 100% green tariff for electricity.

ESG DATA TABLES

At Robert Half, our commitment is to conduct business responsibly within our operations, with our clients and partners, and as it impacts our communities around the globe. The following disclosures help demonstrate many of the ways we're working to promote the company's long-standing commitment to sustainable and socially responsible business practices.

About Us

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
GRI 2-1a	Report legal name of organization	Robert Half International Inc.
GRI 2-1b	Report nature of ownership and legal form	Robert Half International Inc. Form 10-K
GRI 2-1c	Report the location of headquarters	Menlo Park, CA Locations Robert Half
GRI 2-1d	Report countries of operations	Locations Protiviti For a list of our subsidiaries please see our Form 10-K (Exhibit 21.1) .
GRI 2-6a	Report the sector(s) in which the organization is active	Robert Half International Inc. Form 10-K (Item 1. Business)
GRI 2-6b	Describe its value chain, including i) activities, products, services, and markets served; ii) supply chain; and iii) entities downstream from the organizations and their activities	Robert Half International Inc. Form 10-K (Item 1. Business)
	Total revenue	Robert Half International Inc. Form 10-K (p. 19)
	Percent of total revenue	
	— U.S.	Robert Half International Inc. Form 10-K (p. 19)
	— International Zone	
	Net income	Robert Half International Inc. Form 10-K (p. 16)
	Percent of effective tax rate	Robert Half International Inc. Form 10-K (p. 23)
	Acquisitions	Robert Half International Inc. Form 10-K (p. 30)

Our Reporting Practice

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
GRI 2-3a	Specify the reporting period for, and the frequency of, its sustainability reporting	Annual cadence as of reporting year FY21: Jan. 1, 2021 - Dec. 31, 2021
GRI 2-3b	Specify the reporting period for financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this	Annual Jan. 1, 2021 - Dec. 31, 2021
GRI 2-3c	Report the publication date of the report or reported information	June 2022
GRI 2-3d	Specify the contact point for questions about the report or reported information	investor.relations@roberthalf.com
GRI 2-5b	Sustainability reporting has been externally assured	Letter of Attestation GHG Inventory 2021

How We Approach ESG

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
ENGAGING OUR STAKEHOLDERS		
GRI 2-29a	Describe Robert Half’s approach to engaging with stakeholders, including categories of i) stakeholders it engages with, ii) the purpose of the stakeholder engagement and iii) how the organization seeks to ensure meaningful engagement	2021 ESG Report (pp. 9-10)
GRI 2-28a	Report industry associations, other membership associations and national or international advocacy organizations in which it participates in a significant role	Robert Half Strategic Alliances and Relationships



How We Approach ESG

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
OUR MATERIALITY ASSESSMENT		
GRI 3-1	Describe the process Robert Half followed to determine its material topics and the stakeholders and experts whose views have informed the process of determining its material topics	2021 ESG Report (p. 11)
GRI 3-2a	List of material topics	2021 ESG Report (p. 12)
GRI 3-2b	Report changes to the list of material topics compared to the previous reporting period	2021 ESG Report (p. 11)
GRI 3-3c	Describe its policies or commitments regarding the material topic	2021 ESG Report (p. 11)
GRI 3-3d	Describe actions taken to manage the topic and related impacts	2021 ESG Report (p. 12)
GRI 3-3f	Describe how engagement with stakeholders has informed the actions taken (3-3d) and how it has informed whether the actions have been effective (3-3e)	2021 ESG Report (pp. 11, 15)
ACCOUNTABILITY		
GRI 2-12a	Describe the role of the highest governance body and of senior executives in developing, approving and updating the organization's purpose, value or mission statements, strategies, policies and goals related to sustainable development	Proxy Statement (pp. 16-18)
GRI 2-12b	Describe the role of the highest governance body in overseeing the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, the environment and people	Proxy Statement (pp. 16-18)

How We Approach ESG

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
ACCOUNTABILITY		
GRI 2-13a	Describe how the highest governance body delegates responsibility for managing the organization's impacts on the economy, the environment and people	Proxy Statement (p. 14, Risk Oversight Role)
GRI 2-13b	Describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organization's impacts on the economy, the environment and people	Proxy Statement (p. 16)
GRI 2-14a	Report whether the highest governance body is responsible for reviewing and approving the reported information, including the organization's material topics, and if so, describe the process for reviewing and approving the information	2021 ESG Report (p. 19)
GRI 2-22a	Report a statement from the highest governance body or most senior executive of the organization about the relevance of sustainable development to the organization and its strategy for contributing to sustainable development	2021 ESG Report (p. 3)

Our Governance

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
ETHICS AND INTEGRITY		
GRI 2-23a-b	Describe policy commitments for responsible business conduct and respect for human rights	Code of Business Conduct and Ethics Global Human Rights Policy Supplier Code of Conduct
GRI 2-23c	Provide links to the policy commitments if publicly available or, if the policy commitments are not publicly available, explain the reason for this	Robert Half International Corporate Governance Policies Modern Slavery Act Statement — UK Modern Slavery Act Statement — AU
GRI 2-23d	Report the level at which each of the policy commitments was approved within the organization, including whether this is the most senior level	Board Approval
GRI 2-23e	Report the extent to which the policy commitments apply to the organization's activities and to its business relationships	Code of Business Conduct and Ethics (p.1)
GRI 2-23f	Describe how the policy commitments are communicated to workers, business partners and other relevant parties	The Code is publicly available and compliance is required through a combination of contracts, agreements and codes of conduct.
GRI 2-24a	Describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships	Robert Half's base Master Services Agreement requires suppliers comply with our Supplier Code of Conduct which incorporates the Code. Robert Half also has policy certifications that Robert Half employees agree to, which includes conformance with the Code.
GRI 2-25a	Describe its commitments to provide for or cooperate in the remediation of negative impacts that the organization identifies it has caused or contributed to	Robert Half is fully committed to making the ethical choice in resolving matters. Per our Code of Business Conduct and Ethics, "All of our directors, employees, agents and representatives must conduct themselves accordingly and seek to avoid even the appearance of improper behavior." Code of Business Conduct and Ethics (p. 8, sec. 20)

Our Governance

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
ETHICS AND INTEGRITY		
SASB SV-PS-510a.1 GRI 2-26a	Describe the mechanisms for individuals to seek advice and raise concerns — Escalation processes — Whistleblower programs — Hotlines — Mechanisms to report non-compliance	Code of Business Conduct and Ethics (p.8)
SASB SV-PS-510a.1	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	In FY21, we did not have any material monetary losses as a result of legal proceedings associated with professional integrity that required disclosure in our public SEC filings. Robert Half Form 10-K (Item 3)
GRI 205-2	Measures taken to ensure antitrust compliance	Annual Code of Conduct training Foreign Corrupt Practices Act Guidelines and Global Anti-Corruption Policy
GRI 205-2	Third-party anti-corruption risk assessment procedures; include communication and training about anti-corruption policies	Foreign Corrupt Practices Act Guidelines and Global Anti-Corruption Policy Code of Business Conduct and Ethics
GRI 205-2	Policy to address corruption in high-risk areas	Foreign Corrupt Practices Act Guidelines and Global Anti-Corruption Policy
GRI 205-3	Confirmed incidents of corruption and action taken	No known material incidents in 2021. Please refer to our SEC filings .
GRI 206-1	Legal actions for anti-competitive behavior, antitrust and monopoly practices	No known material incidents in 2021. Please refer to our SEC filings .



Our Governance

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
ETHICS AND INTEGRITY		
	Percent of suppliers who have been assessed on environmental and social practices	Robert Half's North American suppliers are subject to the following: Supplier Code of Conduct Global Environmental Policy Global Human Rights Policy
GRI 2-27	Compliance with laws and regulations	Robert Half regards a significant instance of non-compliance as one which resulted in a material fine or public disclosure in Robert Half's SEC filings . Robert Half did not have any significant instances of non-compliance with laws and regulations during 2021.
GRI 415-1	Political contributions	In 2021, Robert Half did not make contributions to political action committees, candidate committees, or party organizations. Please refer to our Code of Business Conduct and Ethics (sec. 14)
BOARD AND STRUCTURE		
GRI 2-10a	Describe the nomination and selection processes for the highest governance body and its committees	Proxy Statement (pp. 19-20) Corporate Governance Guidelines
GRI 2-10b	Describe the criteria used for nominating and selecting the highest governance body members	Proxy Statement (pp. 19-20) Corporate Governance Guidelines
GRI 2-11a	Report whether the chair of the highest governance body is also a senior executive in the organization	Proxy Statement (pp. 12-13)
GRI 2-12a-b	Role of the highest governance body in overseeing the management of impacts	Proxy Statement (pp. 16-18)
GRI 2-15a	Describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated	Proxy Statement (pp. 14-15) Code of Business Conduct and Ethics

Our Governance

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
BOARD AND STRUCTURE		
GRI 2-18a	Report whether the evaluations are independent or not, and the frequency of the evaluations	Proxy Statement (p. 12)
GRI 2-18b	Describe actions taken in response to evaluations, including changes to the composition of the highest governance body and organizational practices	Proxy Statement (p. 12) Corporate Governance Guidelines
GRI 2-19a	Describe the remuneration policies for members of the highest governance body and senior executives	Proxy Statement (pp. 30-32, 46)
GRI 2-20a	Describe the process for designing its remuneration policies and for determining remuneration	Proxy Statement (pp. 30-32, 46)
GRI 2-20b	Report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable	Robert Half International Inc. Form 8-K
	Total final shareholder resolutions	Robert Half International Inc. Form 8-K
	Clawback Policy	Proxy Statement (p. 28)
	Audit Committee	
	— Number of meetings	Proxy Statement (p. 19)
	— Percent of independent members	
	— Percent of gender or ethnically diverse	
	Compensation Committee	
	— Number of meetings	Proxy Statement (p. 19)
	— Percent of independent members	
	— Percent of gender or ethnically diverse	
	Nominating and Governance Committee	
	— Number of meetings	Proxy Statement (p. 19)
	— Percent of independent members	
	— Percent of gender or ethnically diverse	
	Percent of average overall attendance of board meetings	Proxy Statement (p. 19)

Our Governance

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
MAINTAINING TRUST THROUGH IT SECURITY AND DATA PROTECTION		
SASB SV-PS-230a.1	Approach to identifying and addressing data security risks	Robert Half Cyber Security Governance
SASB SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	Robert Half Privacy Policy Protiviti Privacy Policy
SASB SV-PS-230a.3 GRI 418-1	i) Number of data breaches, ii) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), and iii) number of customers affected	There were no material data breaches that required disclosure in 2021. Please refer to our SEC filings .
	ISO certifications	We have ISO 27001 Certifications for Protiviti North America, Protiviti UK, Protiviti Germany and Protiviti Italy. Protiviti Australia is underway to be completed by Q2, 2022. These are not currently posted on any website for download but can be obtained upon request by a prospect/customer under NDA.
	SOC 2 Type 2 certification	We have SOC 2 Type 2 Certifications for Protiviti client engagements and for Protiviti Legal Consulting Services client engagements (formerly RHLCS). Both are restricted distributions to clients/prospects under NDA.

Our People

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
DIVERSE WORKFORCE AND INCLUSIVE WORKPLACE		
SASB SV-PS-000.A	Number of full-time, part-time and contract employees	14,600 full-time internal staff, placed 177,000 engagement professionals on assignment with clients Robert Half International Inc. Form 10-K (p. 3)
SASB SV-PS-330a.1 GRI 2-7a	Total employees in global internal workforce	
	By gender (global)	54.7% female 45.3% male
	By ethnicity (U.S. only)	67.3% White 6.7% Black/African American 8.4% Hispanic/Latinx 14.7% Asian/Pacific Islander 2.9% Other
	By region	69.3% U.S. 30.7% International Zone



Our People

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
DIVERSE WORKFORCE AND INCLUSIVE WORKPLACE		
	Total leaders and managers in global internal workforce	
	By gender (global) [†]	46.6% female 52.4% male
	By ethnicity (U.S. only)	72.9% White 5.1% Black/African American 6.9% Hispanic/Latinx 12.7% Asian/Pacific Islander 2.4% Other
SASB SV-PS-330a.1	Total employees in executive management (Executive management is defined as all Officer, SVP and VP level roles across Robert Half and Protiviti, aligning to EEOC codes 1.1 and 1.2)	
	By gender (global) [†]	24.5% female 73.9% male
	By ethnicity (U.S. only)	87.5% White 0.9% Black/African American 3.5% Hispanic/Latinx 5.5% Asian/Pacific Islander 2.6% Other
	Board of directors diversity	Proxy Statement (pg. 11)
	Most recently filed EEO-1 report	EEO-1
	Percent of employees who have taken discrimination and harassment training	91%*

[†] Due to some individuals who did not specify gender, the percentage does not add up to 100%.

* Percentage does not include Robert Half Australia or Robert Half New Zealand, given unavailability of data corresponding directly with FY21. Note, however, that as of the end of May 2022, completion rate for RH Australia is 100%.

Our People

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
TALENT ATTRACTION, RETENTION AND DEVELOPMENT		
GRI 404-1	Total hours of training for full-time, internal employees	317,383
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	2021 ESG Report (pp. 29-30)
GRI 404-3	Percent of employees receiving regular performance and career development reviews	100% of Protiviti and Robert Half corporate, talent solutions operational support, and talent solutions branch manager and above employees globally are given the opportunity for regular performance and career development reviews.
	Education reimbursement program	Education reimbursement options are available as part of benefit packages available to Robert Half and Protiviti employees up to \$5,250 per employee per year, with a maximum lifetime cap of \$25,000. Details pertaining to specific opportunities and tuition assistance policies are published on intranet sites.
GRI 2-21a	Report the ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	Proxy Statement (p. 45)
	Apprenticeship and workforce innovation programs	Creating a Highly Skilled Workforce With Professional Apprenticeships

Our People

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
TALENT ENGAGEMENT AND WELL-BEING		
SASB SV-PS-330a.3	Employee satisfaction level	85%*
GRI 401-2	Benefits offered to full-time employees, part-time and/or contract talent	Robert Half Benefits Protiviti Benefits
GRI 201-3	Defined benefit plan obligations and other retirement plans	Robert Half International Inc. Form 10-K (p. 4)
GRI 2-30	Employees subject to collective bargaining agreement	Global Human Rights Policy
GRI 403-1	Occupational health and safety	We have a nationwide Injury and Illness Prevention Program (IIPP) for both internal employees and contract talent. This program also constitutes our training for safety and is also a part of the annual Awareness Training.
GRI 403-2	Total number of recordable injuries/illnesses (U.S. full-time, internal staff)	8
GRI 403-2	Total number of cases with days away from work (U.S. full-time, internal staff)	2
GRI 403-2	Total number of work related fatalities (U.S. full-time, internal staff)	0
GRI 403-2	Days away/restricted and transferred incidence rate (DART) (U.S. full-time, internal staff)	0
GRI 403-2	Total recordable incidence rate (TRIR) (U.S. full-time, internal staff)	0.16

* Percentage of employees across Robert Half and Protiviti responding favorably to the question "Would you recommend Robert Half/Protiviti as a great place to work" in an internal survey administered by our survey vendor in October 2021. Favorability is calculated by employees responding a 4 or a 5 on a 5 point scale.

Our Communities, Clients and Partners

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
COMMUNITY INVESTMENT		
	Corporate philanthropic guidelines	Robert Half Community Outreach
	Total employee volunteer hours	22,971
	Total community investment, including cash donations, value of time volunteered and in-kind giving	\$5.96 million
SUPPLIER DIVERSITY AND INCLUSION		
GRI 414-1	Supplier diversity program	Supplier Relations Robert Half
	Total suppliers participating in program (U.S.)	793
	Total hires by diverse suppliers to support Robert Half (U.S.)	116
	U.S. supplier diversity as a percentage of total number of U.S. suppliers	18.9% minority-owned business 8.5% women-owned business 40.7% small-business 0.2% LGBTQ+-owned business 1.1% veteran-owned business
GRI 204-1	Total addressable U.S. spend supporting diverse businesses	\$519.79 million
	Percent of total addressable spend supporting small and diverse businesses	41.94% overall small and diverse business 40.68 % overall small business 23.94% overall diverse business 21.95% minority-owned business 8.4% women-owned business 0.22 LGBTQ+-owned business 1.14% veteran-owned business
EMERGING TECHNOLOGY AND INNOVATION		
	Protiviti services	ESG Services
	Robert Half mobile app	Innovation Services Robert Half Mobile App Wins Gold Stevie® In 2021 International Business Awards®



Environment: Sustainable Ecosystem Impact

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
CLIMATE ACTION		
	Sustainability Policy	Global Environmental Policy
GRI 201-2	Financial implications and other risks and opportunities due to climate change	Robert Half CDP Climate Change Response
EMISSIONS		
GRI 305-1	Total Scope 1 emissions (MTCO₂e)[^]	3,016
	— Stationary fuel	259
	— Mobile	2,757
GRI 305-2	Total Scope 2 emissions (MTCO₂e) — location-based^{^*}	5,977
	Total Scope 2 emissions (MTCO₂e) — market-based^{^*}	5,311
	— Purchased electricity (location-based)	3,232
	— Purchased electricity (market-based)*	2,565
	— Purchased Heating*	2,091
	— Purchased Cooling	655
GRI 305-3	Total Scope 3 emissions (MTCO₂e) — location-based^{^*}	59,798
	Total Scope 3 emissions (MTCO₂e) — market-based^{^*}	59,050
	Category 1 — Purchased goods and services	26,230
	Category 2 — Capital goods	3,462
	Category 3 — Fuel and energy-related activity (FERA) — location-based*	2,448
	Category 3 — Fuel and energy-related activity (FERA) — market-based*	1,698
	Category 6 — Business travel*	1,099
	— Radiative Forcing#	361
	Category 7 — Employee commute and work from home	26,059
	Category 8 — Upstream leased assets (location-based)	5
	Category 8 — Upstream leased assets (market-based)	6
	Category 14 — Protiviti member firms (franchises)	495
	Limited External Assurance status of reported Scope 1, 2, and 3 emissions	Assured

[^] Each caret represents the emissions reviewed by the third-party assurer and noted in the updated limited assurance letter dated July 2022.

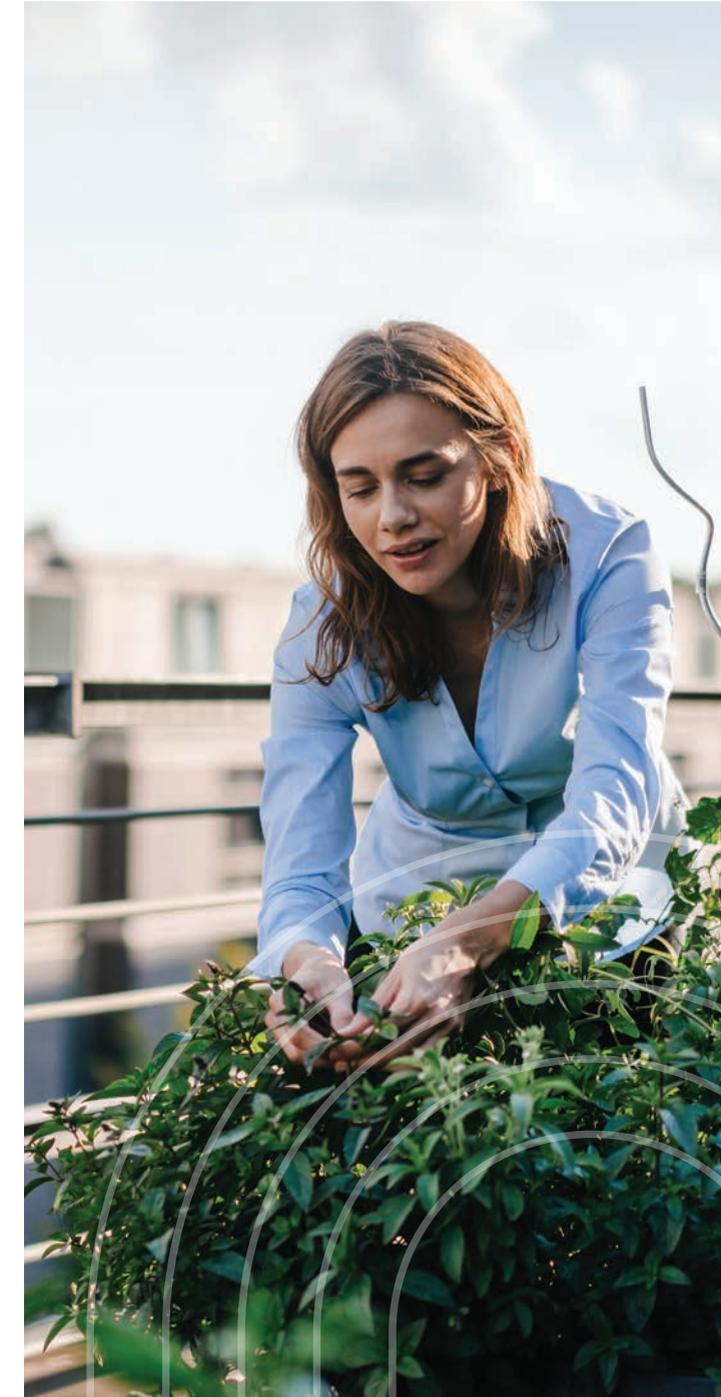
* In consultation with our external consultant and our assurance firm, we have further refined our data and methodologies, and, as a result, we updated our calculations in February 2023.

#Not included in total by scope

Environment: Sustainable Ecosystem Impact

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
EMISSIONS		
GRI 305-4	Greenhouse gas (GHG) intensity (MTCO ₂ e)	
	— Scope 1, 2 and 3 (location-based) per employee	4.71
	— Scope 1, 2 and 3 (market-based) per employee	4.61
GRI 305-5	Emissions reductions from energy efficiency projects (MTCO ₂ e)	39.6
ENERGY AND ELECTRICITY		
	Total space worldwide (sq. ft.)	2,663,637
GRI 302-1	Total energy consumption (MWh)*	34,848
GRI 302-1	Total electricity consumption (MWh)*	10,646
GRI 302-1	Percent of total electricity consumption that is renewable electricity*	3.1%

*In consultation with our external consultant and our assurance firm, we have further refined our data and methodologies, and, as a result, we updated our calculations in February 2023.



Environment: Sustainable Ecosystem Impact

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021
WATER AND WASTE		
GRI 303	Total water consumption in megaliters — buildings where we hold a long-term lease and data is available (data represents approximately 10% by square footage of Robert Half's global real estate portfolio)	19.6
GRI 306-3	Waste generation and significant waste-related impacts	As a professional services company with all leased facilities, our waste data collection ability is limited. We were able to capture estimated waste data for our Pleasanton, California, site, including trash, recycling and e-waste recycling. The numbers below reflect this site only and are likely to underestimate the amount of recycling that occurred. We aim to continue to find ways to increase our data collection capacity in the future.
GRI 306-3	Total waste generated (metric tons)	742.7
GRI 306-3	Total waste landfilled (metric tons)	566.1
GRI 306-3	Total waste recycled (metric tons)	176.6
GRI 306-2	Waste diversion rate (percent of total)	23.8%