



## 2022 ESG Report

# Leading With Integrity

# Contents

## INTRODUCTION

- 3 From Our CEO
- 4 2022 Highlights
- 5 About Robert Half
- 6 Our Approach to ESG

## OUR GOVERNANCE

- 9 Ethics and Integrity
- 10 Board Structure
- 12 Maintaining Trust Through IT Security and Data Protection

## OUR PEOPLE

- 14 Creating a Diverse Workforce and Inclusive Workplace
- 16 Spotlight on Employee Network Groups:  
Driving Positive Change
- 17 Attracting, Retaining and Developing Our Talent
- 19 Spotlight on Developing the Future Workforce:  
Partnerships and Internships
- 20 Engaging Our People and Promoting Their Well-Being

## OUR COMMUNITIES, CLIENTS AND PARTNERS

- 23 Emerging Technology and Innovation
- 25 Spotlight on Protiviti ESG Solutions and Thought Leadership
- 26 Community Investment
- 28 Supplier Inclusion

## ENVIRONMENT

- 31 Our Sustainable Ecosystem Impact

## ESG DATA TABLES

- 33 About Us
- 37 Our Governance
- 39 Our People
- 44 Our Communities, Clients and Partners
- 46 Environment



Robert Half employees during The Ride for Roswell, a charity cycling event in Buffalo, N.Y.



# From Our CEO



**M. KEITH WADDELL**  
President and Chief Executive Officer

Robert Half’s enterprise values — integrity, inclusion, innovation and commitment to success — serve as the cornerstones for everything we do. Our commitment to these values drives our environmental, social and governance (ESG) priorities throughout our business and in the communities where we live and work. Through our ESG efforts, we strive to win the trust of our shareholders, clients, candidates, suppliers and our valued employees around the globe.

In 2022, we found new ways to deliver on our ESG priorities, starting with our long-standing commitment to our people. To continue to support our employees’ well-being, we established a flexible work philosophy that provides our teams with greater location and schedule flexibility. Our intent is to be a company where everyone is empowered to achieve professional success, and where differences in cultural backgrounds, perspectives and working styles are embraced and valued.

Our people-first approach positively impacts our teams’ morale, engagement and productivity, as evidenced by consistently high satisfaction levels in our employee surveys. As in years past, we act on our employees’ ideas to better our workplace, expanding programs and practices including recognition and belonging, well-being and mental health, and competitive pay and benefits.

People are also at the center of our external ESG efforts, from sharing inclusive workplace principles with our suppliers to meeting top-of-mind client needs with ESG services we provide through our business consulting subsidiary, Protiviti. We invest philanthropically in the communities where we operate to drive positive impact, and we encourage our employees to volunteer with and give to organizations important to them.

We are proud to support the UN Global Compact and its 10 principles, which span human rights, fair labor practices, the environment and anti-corruption. In 2022, we submitted targets to the Science Based Targets initiative to reduce our greenhouse gas emissions.

Our time-tested corporate purpose — to connect people to meaningful work and provide clients with the talent and subject matter expertise they need to confidently compete and grow — will continue to provide the foundation of our ESG priorities.

I am proud of the way our 2022 ESG initiatives are helping us foster a people-first approach in our workplace and support both our communities and the environment. I invite you to learn more about our focus areas in the following pages.

*M. Keith Waddell*

# 2022 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 2022 underscore our commitment to our people and our values.

54%

WOMEN

In our global internal workforce



34%

RACIAL AND ETHNIC DIVERSITY

Individuals from historically underrepresented groups in our U.S. internal workforce

\$7M

COMMUNITY INVESTMENT

Total corporate contributions to nonprofit partners, enterprise matching gifts and the value of employees' volunteer time

94%

EMPLOYEE ENGAGEMENT

Employees who said we are a great place to work



GHG

REDUCTION TARGETS

Submitted for validation to the Science Based Targets initiative for greenhouse gas emissions reduction



37%

SUPPLIER INCLUSION

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

## INDUSTRY RECOGNITION



Barron's and Forbes award logos are reprinted with permission of Barron's and Forbes. From Fortune, ©2023 Fortune Media IP Limited. All rights reserved. Used under license. Fortune and Fortune Media IP Limited are not affiliated with, and do not endorse the products or services of, Robert Half.

# About Robert Half

Robert Half is the world’s first and largest specialized talent solutions and business consulting firm.

Our talent solutions include contract and permanent placement, and the specialized fields we serve include finance and accounting, technology, administrative and customer support, legal, and marketing and creative.

Protiviti, our business consulting subsidiary, helps companies solve complex business challenges in a wide range of areas. Protiviti also provides services to clients through a managed solutions delivery model, working closely with our talent solutions business to deploy custom-built teams of highly skilled professionals.

Our time-tested corporate purpose is to connect people to meaningful work and provide clients with the talent and subject matter expertise they need to confidently compete and grow.



16,300

FULL-TIME INTERNAL STAFF

400+

LOCATIONS GLOBALLY

ROBERT HALF:

317

Office locations

19

Countries

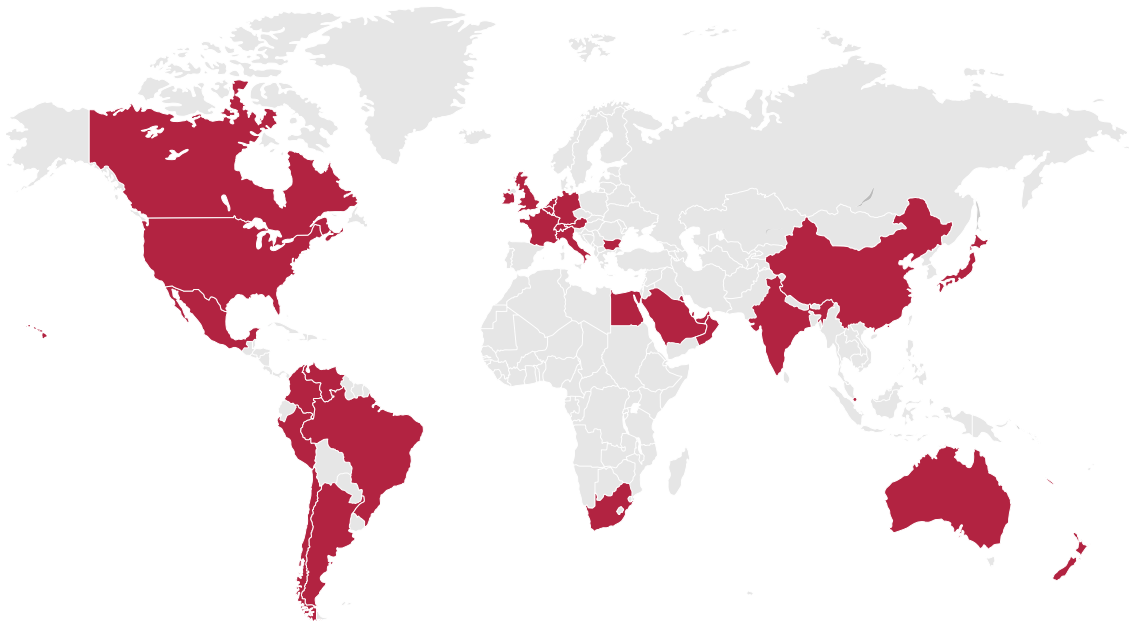
PROTIVITI:

89

Office locations\*

29

Countries\*



Robert Half and Protiviti\*


\*Includes Member Firms, which are independent legal entities operating under the Protiviti name.

# Our Approach to ESG

## Our Values


In 2022, we updated our enterprise values to align with our organization’s mission, vision for our future, and efforts to create a work culture where everyone feels valued and empowered to contribute.

These values — integrity, inclusion, innovation and commitment to success — are championed across the organization and embedded in our corporate culture. They help guide us in our journey to promote socially responsible and sustainable business practices and to focus on the ESG issues most important to our company and stakeholders.




**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, colleagues and candidates, and to better our communities.

## Accountability

Robert Half develops and executes ESG strategies and initiatives with oversight from our board of directors and senior leadership. The board regularly receives reports on various ESG activities, including policy and program updates related to human capital management; diversity, equity and inclusion (DEI); cybersecurity and privacy; environmental considerations; and compliance topics.

With visibility and accountability at the highest levels of the organization, our chief ESG and DEI officer leads our ESG team and reports directly to our CEO. The ESG team is responsible for strategy, program execution and provides formal structure across the enterprise for maximizing our impact through cross-functional collaboration with business functions to drive management accountability across ESG topics and programs.

### LEARN MORE

- [Robert Half: Our Approach to ESG](#)
- [2022 Materiality Assessment](#)
- [About Robert Half](#)
- [About Protiviti](#)

## ABOUT THIS REPORT

This report showcases how we live our enterprise values by focusing on the ESG opportunities of primary interest to our stakeholders and the actions we take to address those issues as part of our commitment to social responsibility and sustainability.

Throughout this report, “Robert Half” refers to our entire global enterprise, including our talent solutions business and Protiviti. We refer to our talent solutions business and Protiviti separately only in instances where their employee or community programs differ. When we refer to employees, we mean our internal employees rather than contract talent we place externally with clients or our full-time engagement professionals.

The content we provide in this report represents our performance for our fiscal year 2022, which aligns to the calendar year. All content and data reflect our operations worldwide, except where otherwise noted.



# Our Approach to ESG

## Materiality

Understanding and responding to the needs and issues that our internal and external stakeholders — including our employees, candidates, clients, shareholders and community partners — consider most important requires us to engage often and listen closely. We use surveys and other communication methods to gather feedback, which helps us develop and improve our programs, services and interactions.

In 2022, we completed a formal materiality assessment and published the results in our 2021 ESG report. The assessment expanded our efforts to learn more about the ESG risks, opportunities and topics most relevant to our company and our stakeholders, and it resulted in the identification of 11 priority topics for our ESG road map. To learn more about our assessment process and details, download our [2022 Materiality Assessment summary](#).

### OUR MATERIAL AREAS AND IMPACT PRIORITIES



#### Our Governance

- Accountability
- Ethics and integrity
- Board structure
- Maintaining trust through IT security and protection



#### Our Communities

- Emerging technology and innovation
- Community investment
- Supplier inclusion



#### Our People

- Diverse workforce and inclusive workplace
- Talent attraction, retention and development
- Talent engagement and well-being



#### Environment

- Sustainable ecosystem impact

Robert Half employees at an internal leadership excellence summit



# Our Governance

Robert Half understands that sound governance is critical to our ability to execute effectively on our overall business strategy, make meaningful progress toward our stated goals, deliver exceptional performance and instill confidence in our many stakeholders around the globe.

## IN THIS SECTION

- ▶ Ethics and Integrity
- ▶ Board Structure
- ▶ Maintaining Trust Through IT Security and Data Protection

*Robert Half employee at a global field leadership summit held in Dana Point, Calif.*





# Ethics and Integrity

## Demonstrating Ethics and Integrity Throughout Our Global Operations

Ethics and integrity are central to Robert Half’s culture, people, policies and procedures — just as they have been since Bob Half founded the company in 1948. Half was a leader in the fight against discriminatory employment practices in the staffing industry. He established founding principles to instill the highest ethical standards.

Our employees play a frontline role in demonstrating ethics and integrity throughout our global operations. We empower them by providing clear guidance and training, including our Code of Business Conduct and Ethics (the Code), which sets expectations for upholding ethical standards.

### 2022 HIGHLIGHTS

#### Promoting a culture of ethics and integrity

- **Global Conflicts of Interest course:** We added a conflicts of interest course to our Code compliance education program, which requires annual training and testing for all employees. New hires are provided with ethics and compliance resources during onboarding and are required to complete training within 30 days of starting the program.
- **Internal metrics dashboard:** We improved our internal metrics dashboard to enable daily tracking of Code compliance training by employees.
- **Employee ethics events:** Through interactive events such as Global Ethics Day and Corporate Compliance Week, we invited employees to reflect and collaborate on how we might further embed integrity in all we do.

#### Confidential Communications

We encourage Robert Half employees to report any unethical behavior they observe — in person, via telephone or online — in confidence and without fear of retaliation. Our anonymous third-party hotline is available 24/7 via phone at 1.800.251.4621 or online at [roberthalfethicsline.com](https://roberthalfethicsline.com).



#### Our Commitment Going Forward

We aim for all of our employees to complete training across compliance, information security, ethics, anti-discrimination and anti-harassment. In 2022, we had 92.4% completion across all required compliance trainings within the requested time frame.

*Robert Half employee Daniel Gibson embracing the company’s flexible work model*

#### LEARN MORE

- [Robert Half Corporate Governance](#)
- [Robert Half and Protiviti: Ethics and Compliance Online Reporting Tool](#)
- [2022 Ethics and Integrity Data Disclosures](#)

# Board Structure

## Continually Optimizing Our Board Structure to Increase Effectiveness

Robert Half looks to our board of directors to provide critical oversight of our company’s business strategy and risk management activities, including objectives related to ESG issues. Our directors are dedicated to upholding our corporate governance efforts that are informed by Robert Half’s enterprise values: integrity, inclusion, innovation and commitment to success.

### LEARN MORE

- [Robert Half Corporate Governance](#)
- [2023 Proxy Statement](#)
- [2022 Board Structure Data Disclosures](#)

### 2022 HIGHLIGHTS

#### Board strength and independence

Robert Half’s board structure is well-suited to guide the enterprise as we navigate change, risk and opportunity, and focus on achieving our business goals. Our board’s structure includes an executive chairman of the board, an independent lead director, our CEO (who is also a director) and a 75% majority of independent directors.

The significant responsibilities of the lead director’s role and the completely independent Audit, Compensation, and Nominating and Governance committees contribute to creating a strong, independent and active board for Robert Half.



In August 2022, Robert Half’s board appointed Marnie H. Wilking as a director of the board. Wilking is a Fortune 500 chief information security officer. Her appointment to the board fulfilled a commitment our company made in a May 18, 2022, supplemental proxy filing outlining the board’s “goal to appoint a new qualified female board member no later than the 2023 Annual Meeting of Stockholders.” (Board director and Audit Committee chair Barbara J. Novogradac passed away in March 2022, triggering our company’s search for a new board member.)

#### Board diversity and inclusion

Robert Half remains focused on promoting diversity and inclusion throughout our enterprise, including at the board level. Our Corporate Governance Guidelines reflect this commitment, including best efforts through a third-party search firm and the Nominating and Governance Committee to present qualified female and racially and ethnically diverse candidates in the pool of director candidates and nominees.



#### Our Commitment Going Forward

Our aim is for diverse representation on our board of directors based on gender, race and ethnicity.

# Board Structure

75%

OF OUR BOARD MEMBERS  
ARE INDEPENDENT

Six of eight members, including the lead director, are independent as defined by Section 303A of the Listed Company Manual of the New York Stock Exchange.

AT A GLANCE

## Our Board’s Independence, Expertise and Background

100%

OF AUDIT, COMPENSATION,  
AND NOMINATING AND  
GOVERNANCE COMMITTEE  
MEMBERS ARE INDEPENDENT

37.5%

SELF-IDENTIFY AS FEMALE  
OR UNDERREPRESENTED

With 25% based on gender and  
12.5% based on race and ethnicity

50%

OF INDEPENDENT  
DIRECTORS

Have joined in the past 5 years



INDEPENDENT DIRECTORS REGULARLY MEET IN AN EXECUTIVE SESSION WITHOUT MANAGEMENT.

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





# Maintaining Trust Through IT Security and Data Protection

Robert Half understands the importance of maintaining the security, confidentiality and integrity of data we collect from our stakeholders, including our clients, candidates and employees. We are committed to responsible and ethical business practices, including implementation of robust data privacy and security measures.

## Governance of our data privacy and security programs

Robert Half’s privacy and security teams are managed by our senior vice president and global privacy officer. Our chief information security officer, who reports to our global privacy officer, oversees our Enterprise Information Security program. This structure positions us well to collaborate on information security programs across the enterprise in conjunction with our executive vice president and chief technology officer, who leads our applications, technology and innovation teams.

## Employee education

Being proactive and preemptive with IT security and data protection makes our enterprise more resilient against today’s increasingly sophisticated and persistent cyber threats. Our people are key to keeping our organization secure. To help our workforce be effective in that role, we require annual information security and data privacy training that explains policies and principles for using and securing data.

## 2022 HIGHLIGHTS

### Cybersecurity Training

- **Emergency simulation exercises:** We conduct emergency cybersecurity simulations at least annually to test and prepare our employees’ readiness for actual security incidents if they arise.
- **Annual Cybersecurity Awareness Month:** Robert Half observed Cybersecurity Awareness Month in October by adding over 25 new interactive learning courses and videos to our Data Defenders intranet site. We also hosted a cybersecurity awareness webinar, which was attended by more than 600 employees in North America.
- **Data Defenders intranet site:** We encourage our people to embrace the role of Data Defender and learn how to recognize threats to our data security, what we need to protect, what steps they can take to secure our information and how to report a potential security incident. From April 1 to Nov. 1, 2022, we had 8,300 page views of our Data Defender site, which is available in multiple languages. On a continuous basis, we also simulate phishing emails to our employees to remind them of the risk of cyberattacks.



## Our Commitment Going Forward

We commit to transparent privacy policies and practices and a continued evolution of our security posture. We aim for all of our employees to complete training across compliance, information security, ethics, anti-discrimination and anti-harassment. In 2022, we had 92.4% completion across all required compliance trainings within the requested time frame.

## LEARN MORE

- [Robert Half Security and Data Privacy](#)
- [Robert Half Cybersecurity Governance Statement](#)
- [Robert Half Privacy Policy](#)
- [Protiviti Privacy Policy](#)
- [2022 IT Security and Data Protection Data Disclosures](#)



# Our People

Our commitment to putting our people first means that talent attraction, retention, development, engagement and well-being are inextricably intertwined. They help to strengthen the diversity of our workforce, create an inclusive workplace and position Robert Half as an employer of choice for today's professionals.

## IN THIS SECTION

- ▶ Creating a Diverse Workforce and Inclusive Workplace
- ▶ Attracting, Retaining and Developing Our Talent
- ▶ Engaging Our People and Promoting Their Well-Being

*Robert Half employees at an internal summit held at the Robert Half headquarters in San Ramon, Calif.*





# Creating a Diverse Workforce and Inclusive Workplace

Robert Half’s commitment to diversity, equity and inclusion seeks to empower our people to foster a culture where everyone can connect, thrive and grow.

We recognize we are on an ever-evolving journey with more work to be done. By strengthening diversity, nurturing equity and inclusion, and expanding our engagement with our clients and communities, Robert Half is invested in making long-term, sustained progress to drive positive change.

### LEARN MORE

- [Robert Half’s Commitment to Diversity](#)
- [Diversity, Equity and Inclusion at Protiviti](#)
- [Robert Half: An Equal Opportunity Employer](#)
- [2022 Diverse Workforce and Inclusive Workplace Data Disclosures](#)

### 2022 HIGHLIGHTS

#### Applying a DEI lens to talent management

Critical to the quest of representing diverse backgrounds, insights, perspectives and experiences throughout our organization is our dedication to providing equal opportunity and prospects for advancement during an employee’s entire career.

- **Inclusive recruiting and hiring practices:** For our managers and recruiting professionals, we conduct developmental sessions focused on creating inclusive policies and processes to strengthen our pipelines for diverse talent.
- **Global onboarding:** Our onboarding programs foster belonging through multiple connection and growth opportunities during a new hire’s first year; facilitate a shared understanding of company values, career development and employee resources; and provide an introduction to our Employee Network Groups (ENGs). (To learn more about our ENGs, see [page 16](#).)
- **Global sponsorship experience:** In 2021, Protiviti launched the Amplify sponsorship program to further the career development of high-potential employees. Amplify is open to all Protiviti leaders and focuses on women and underrepresented leaders.

#### Delivering employee-focused DEI education

- **Expanding on DEI concepts for shared language and understanding:** We launched a workshop series, completed by nearly 1,000 individuals, to amplify the voices of underrepresented communities and to continue to create psychologically safe spaces for all employees.
- **Inclusive language audits:** The web content of our talent solutions business is assessed quarterly to verify that the language we use is welcoming and inclusive, and we collaborate to embed this language across our teams.
- **Inclusion Champions:** An extension of our global DEI teams, Inclusion Champions plan and coordinate local events and activities to promote our overall DEI strategy. Protiviti’s DEI team partnered with ENG leaders and 87 Inclusion Champions to facilitate 27 employee-focused events.

### ALLIANCES





# Creating a Diverse Workforce and Inclusive Workplace



Protiviti employees (from left) Madison Madison Urech, Samantha Sung, Chi Smith, Dorothy Lam and Tina He at an event through Ascend’s North Texas Chapter event

“Embracing diversity, equity and inclusion means creating a work environment where everyone can thrive. We believe that we succeed through teamwork, recognition and respect for each other. We offer our people a wide variety of programs and experiences to ensure that each person has a voice that is heard, feels a sense of belonging and has the chance to make a real difference.”

— **SUSAN HASELEY**, Robert Half Chief ESG and DEI Officer

**Boosting our impact through external strategic alliances**  
Robert Half supports the needs and interests of diverse groups through strategic alliances, which help us advance DEI in the workplace and make positive contributions to the communities where we live and work. In the United States in 2022, those relationships provided opportunities for us to participate in, sponsor or host:



## Our Commitment Going Forward

- Integrate DEI into the Robert Half DNA, focusing on increasing representation and creating a culture of belonging. We will seek to hire from a slate of qualified candidates, tapping into diverse recruiting channels. These hires will be supported by a culture of inclusion driven by active leadership and sponsorship.
- Maintain 50% or higher global representation of women in our internal workforce and continue to increase the percentage of our U.S. underrepresented employees.
- Implement strategies designed to increase global female and U.S. racial and ethnic representation in management and higher roles, which include senior officers, senior managers and managers who supervise teams.

From left: Jorge Ventura (RHTS), Damian Rivera (ALPFA) , Juan Solis-Robles (PRO) and Amelia Bernal-Valencia (RH) pictured at an event with the Association of Latino Professionals for America



SPOTLIGHT

# Employee Network Groups: Driving Positive Change

Created and led by employees globally, **Employee Network Groups** (ENGs) across our talent solutions business and Protiviti unite professionals with common interests and backgrounds. Seventeen ENGs across our enterprise — with commonalities around gender, race/ethnicity (Black/African American, Pan-Asian, Latinx/Hispanic), mental wellness, LGBTQIA+ and more — strengthen our company culture by opening avenues to encourage inclusion and belonging.

Our ENGs are essential to our success in driving our DEI efforts. These groups not only provide communities of connection but also integrate into our talent attraction and development efforts and create avenues to enhance the communities in which we live and work.

We have invested heavily in creating and empowering our various Employee Network Groups to champion the issues most relevant to diverse groups across our organization. These groups help foster dialogue about

what we can be doing to support our colleagues and advocate for programs and initiatives. Our ENGs not only help drive our DEI efforts but are also key to contributing to our company’s overall success.

In addition, our ENGs have a powerful sense of community among themselves and have a keen sense of intersectionality with the multiple identities among their groups. As part of their annual planning process, they use the principle of intersectionality to plan activities and events that create greater impact.

## BELONG and proPRIDE

Robert Half and Protiviti’s LGBTQIA+ networks, BELONG and proPRIDE, respectively, invite collective engagement and participation in furthering the advancement of LGBTQIA+ equality and creating a culture of belonging within our enterprise. Together, the two networks have over 750 members across 13 countries.

In 2022, BELONG was selected as one of three finalists for **Out & Equal's 2022 Outie Awards for New Employee Resource Group of the Year**. The award recognizes organizations that are leaders in advancing equality for LGBTQIA+ people in workplaces globally. BELONG and proPRIDE lead the enterprisewide celebration of Pride month by hosting a panel event with **It Gets Better**, an LGBTQIA+ nonprofit, sponsoring **Lesbians Who Tech** and **Out & Equal**. We celebrate our score of 100 on the **Human Rights Campaign Corporate Equality Index**.



Robert Half BELONG and Protiviti proPRIDE employees (from left) Remi Gay, Sam Gingham, Jessica Gajadharsingh and Ellie Waite at Pride in London



# Attracting, Retaining and Developing Our Talent

Robert Half strives to deliver an inclusive, rewarding experience for all employees. We want each individual to love what they do and to feel engaged and challenged at work while moving forward in their careers. Our initiatives focus on recruiting and onboarding, benefits and compensation, career development, performance program transparency, and more — all designed to enhance the employee experience.

Robert Half employees (from left) Melyna Wyand, Mackenzie Mohr, Annie Hall, and Kiandra Mitchum at a team event in Richmond, Va.



## 2022 HIGHLIGHTS

### Prioritizing employee learning and development

We are deeply invested in supporting our employees, of all tenures and in all positions and locations, to help them achieve their full potential. Robert Half offers an array of learning and development opportunities, many of which begin on day one.

### A reimagined onboarding program

Each new hire for our talent solutions business engages in a six-week training program designed to equip them with vital operational knowledge, including how to leverage our technology and best practices for their specific practice group. In August, this program earned the Brandon Hall Excellence Silver Medal Award for Best New Hire Onboarding Program.



Protiviti’s immersive global onboarding session, **Passport to Protiviti**, helps set up all employees for success. The onboarding continues with **Passport+**, a yearlong learning series designed to help new hires feel confident that they’ve joined an organization where they feel welcome.

## BY THE NUMBERS

### 2022 Global Employee Highlights

417,744

TRAINING AND DEVELOPMENT  
HOURS COMPLETED

4,300+

EMPLOYEE PROMOTIONS

\$4.8M

IN REFERRAL BONUSES

Paid to internal employees  
in the U.S. and Canada

\$2.3M+

IN JOB ORDER REFERRAL BONUSES

Paid to our full-time  
engagement professionals



# Attracting, Retaining and Developing Our Talent

## Preparing for the future of work: upskilling and reskilling

One reason Robert Half can retain so many talented employees for years — and even decades — is that our professionals have access to the skills and training they need to be successful while building fulfilling career pathways.

- **Skill development:** We invest in our people so they’re future-ready and equipped with relevant skills. Our programs include tuition assistance, financial support and recognition for professional certifications, annual budgets for training and development, and access to various internal and vendor learning platforms.
- **United Mentoring Program:** In 2022, 422 participants with our talent solutions business invested over 1,400 hours in this mentoring program, which includes a Leadership Exchange initiative to support managers through critical professional transitions. The program earned the Brandon Hall Excellence Silver Medal Award for Advanced Coaching and Mentoring.
- **Advisor program:** All Protiviti employees have at least one advisor who supports them in their career. Advisors receive training and use their own experiences and expertise to coach others to pursue and reach their goals.

## Attracting diverse talent

Robert Half recruits talent from a range of identities: race, gender, age, ethnicity, apparent and nonapparent disabilities, sexual orientation, and more. Our company sponsors and partners with diverse associations, affiliations, alliances, colleges, communities, job boards and referrals to expand our reach when recruiting and attracting talent. For example, our partnership with Direct Employers sends our job postings to over 80 diversity job boards. And Protiviti uses a tool that provides our organization with access to graduates from U.S. universities who we likely would not encounter through standard in-person graduate recruitment opportunities.

## Working toward equitable compensation

Robert Half is committed to the principle of equal pay for equal work. We believe this is essential to fostering a diverse and inclusive workplace that supports all employees across our global enterprise.

- **One example of how we’re making progress in pay parity:** Every year, Protiviti conducts formal equity reviews in the United States. Reviews include pay equity by gender and race/ethnicity and the results are shared with senior leadership, including executives overseeing DEI and human resources organizations. The results are used to adjust compensation fairly.

## Embracing the new world of work

At the start of the COVID-19 pandemic, Robert Half designed a new flexible work model for internal employees. Learn more on [page 20](#).



### Our Commitment Going Forward

Our goal is to provide access to professional development and training opportunities to all employees and candidates so they can be successful while building fulfilling careers.

*Robert Half’s Corporate Communications team embraced a hybrid approach for their in-person and virtual summit*



SPOTLIGHT

Developing the Future Workforce: Partnerships and Internships

Dress for Success

Since 2005, talent solutions employees have provided support to tens of thousands of low-income women through our partnership with Dress for Success Worldwide.



\$300K+  
DONATED TO NONPROFITS  
focused on education and workforce development

Our involvement expanded in 2022, offering multiple ways for job seekers to gain confidence as they navigate career transitions and pursue new paths. Our 2022 partnership featured:

- **Suit Drive**, which our talent solutions business has supported annually for over 20 years
- **Dress for Success Power walk**, a fundraising event with the first \$50,000 pledged and donated by Robert Half, and a corporate match of employee volunteer hours and donations
- **Micro-coaching sessions and virtual career bootcamp** providing career readiness advice, job search coaching, tips for personal branding, resume building and more
- **Gift card drive** for retailers of professional clothing, health and wellness items, office supplies, and store credit
- **Global impact** with involvement of employees in North America, Australia, New Zealand and the United Kingdom



Protiviti’s 2022 internship program participants at The Intern Challenge event held in Austin, Texas



Protiviti was the winner of the **2022 NACE Award for Recruiting Excellence — Large Employer** for its Liftoff With Protiviti virtual intern onboarding program.

Internship program

More than 350 interns brought their talents to the enterprise in 2022. At Protiviti, interns participated in a robust eight-week program that included the award-winning Liftoff With Protiviti onboarding experience, a weeklong Intern Challenge with experiential learning, networking and team-building activities, and a Week of Service to support Protiviti’s i on Hunger initiative. Learn more about i on Hunger on [page 26](#).

# Engaging Our People and Promoting Their Well-Being

Our people’s dedication and exemplary efforts contribute to our success each and every day, and we prioritize measures to help them feel valued and supported at work. We continually look for opportunities to introduce and expand offerings for our people and their families to help promote physical, financial, social, emotional, mental and community health.

Robert Half regularly seeks employee input about their needs and concerns as the business environment evolves. Employee surveys are a vital tool for gathering feedback and ideas from our people, who are a constant source of inspiration for driving positive change and innovation across our enterprise and organizational culture.

In short, we don’t just listen to our employees — we respond with action to promote and support their engagement and well-being.

## 2022 HIGHLIGHTS

In our employee surveys, we encourage our teams to let us know what we’re doing well as an organization and to point out areas that could use improvement. Very frequently, this results in some great ideas that we seek to incorporate into our policies and programs, such as our benefits and perks. In our employee surveys, here’s what we heard and how we responded:



**Employees want to feel understood and supported in a flexible work environment.**

## HOW WE RESPONDED:

Our talent solutions business’s flexible work model and Protiviti’s #HowWeHybrid program formalized a work philosophy for employees worldwide that empowers them to work when and where they are most successful, meet their professional and personal needs while supporting our clients, candidates and colleagues, and be treated fairly and equitably regardless of where they do their job. We encourage in-person attendance with a purpose, such as onboarding with new talent solutions professionals or employees who prefer or are best supported in an office environment. We view our offices as tools rather than destinations.

This model was developed with significant input from employees so that it would meet their needs while supporting their success. Over 90% of our talent solutions business employees selected a hybrid or remote work option. To help teams navigate this new model, we provide our leadership teams with skills workshops and trainings focused on best practices for in-person versus virtual work.

*Robert Half employee, Hannah Persichitte, works “in person with a purpose” from the company’s Denver office, as part of our flexible workplace philosophy*



**LEARN MORE ABOUT OUR  
EMPLOYEE BENEFITS**

- [Employee Benefits](#)
- [Protiviti Well-Being](#)
- [2022 Employee Engagement and Well-Being Data Disclosures](#)



# Engaging Our People and Promoting Their Well-Being



Employees want a workplace where they feel recognized and have a sense of belonging.

### HOW WE RESPONDED:

- **Employee appreciation bonuses:** Twice in 2022, our enterprise awarded \$1,000 discretionary bonuses to all regular and part-time global employees to recognize their contributions toward revenue and earnings growth.
- **Revised vacation and paid time-off policies:** We equalized these policies for non-exempt/hourly and exempt employees in the United States. Beginning in 2023, all employees accrue vacation and paid time off at the same rate based on years of service.
- **New and expanded Employee Network Groups:** The company’s employee-created groups focus on traditionally underrepresented populations and bring together colleagues with common interests. See [page 16](#) to learn more.



Employees appreciate the company’s focus on their well-being, mental health and work-life balance.

### HOW WE RESPONDED:

- **Well-being stipend and additional time off:** All regular and part-time global employees received a \$500 bonus to help meet their health and wellness goals; many of our offices offer discounted rates for gym memberships and online health engagement programs; our employees in the United States can take additional time off for well-being by using floating holidays.
- **Mental health, well-being and fitness programs:** Our employees were provided access to a digital, self-paced program featuring resources for meditation and mindfulness, resilience, and nutrition. To help employees enhance work-life balance, Protiviti piloted a MyExperience tracking dashboard.
- **Global well-being challenges:** More than 1,800 employees participated in events and programs promoting healthy habits with colleagues, such as committing to achieving 8,000 steps per day.



Employees value competitive health and financial benefit offerings.

### HOW WE RESPONDED:

- **Healthcare cost relief:** Robert Half absorbed increases in medical and dental insurance premiums in the United States, resulting in no additional cost to U.S. employees for 2023.
- **Competitive pay:** We regularly review our compensation practices, benchmark our pay against other companies, and update our job descriptions and criteria in order to ensure our employees receive competitive compensation.



### Our Commitment Going Forward

Our goal is to maintain 85% or higher enterprise employee engagement as an indicator for employee satisfaction and well-being in company surveys. In 2022, our enterprise employee engagement was 94%.

# Our Communities, Clients and Partners

Robert Half is dedicated to shaping the future of work through technology and innovation. We support the communities where we live and work and encourage our employees to do the same. We also 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
- ▶ Community Investment
- ▶ Supplier Inclusion

*Robert Half employee Hasan Aksoy volunteering as part of a global field leadership summit held in Dana Point, Calif.*





# Emerging Technology and Innovation

Robert Half was an early adopter of digital transformation — a journey our global enterprise continues to this day. Since our founding in 1948, Robert Half has often sparked innovation in the staffing industry, including pioneering the idea of professional-level contract roles.

Our ongoing commitment to improving how we support our many stakeholders fuels our desire to keep innovating and embracing new technology so we can develop and deliver reimagined processes, tools and services across our business.

## 2022 HIGHLIGHTS

### Robert Half’s AI-driven proprietary matching technology

We made significant enhancements to our artificial intelligence (AI) capabilities during the year. Leveraging the substantial amount of proprietary candidate placement data accumulated over decades, we use AI to efficiently discover, assess and select talent for our clients. We have more than 30 million candidates in our database, allowing us to generate a shortlist of proven candidates that match client requirements in real time. This capability enables us to successfully complete hundreds of thousands of placements annually.

Our AI also aims to reduce hiring bias. We recognized early on that, if not built properly, our AI matching technology could skew hiring decisions. That’s why we took critical steps from the outset to eliminate biases within our algorithms, removing data that might reflect a candidate’s gender, race, age or socioeconomic status.

Our AI technology represents a meaningful competitive advantage for Robert Half. Coupled with the skills, judgment and expertise of our specialized talent solutions professionals, this unique and powerful combination sets us apart in the marketplace.

### The Robert Half mobile app

Our industry-leading Robert Half mobile app helps to strengthen our AI-matching algorithms and global infrastructure. Job candidates can find and apply for jobs quickly and easily with a simple one-tap button, receive job recommendations and track their application status. In 2022, our award-winning mobile app helped job seekers in the United States and Canada to:

- Apply to nearly **1 million** open positions
- Receive **3 million** job recommendations

### Serving our customers: Robert Half Remote Workforce

We introduced the Robert Half Remote Workforce as a new service in 2020 at a time when companies were struggling to navigate a sudden shift to off-site work during the COVID-19 pandemic. It is still a popular offering because our recruiting professionals can source talent for their clients from our nationwide network of remote job candidates, and it continues to provide us a competitive advantage. Since implementing the Robert Half Remote Workforce, we have distributed nearly 29,000 laptops to candidates; we distributed roughly 4,000 of these devices in 2022.



The Robert Half mobile app won the Gold Stevie Award and was a multiple winner in the Annual w3 Awards.



29K

### LAPTOPS SENT TO REMOTE CANDIDATES

Since implementing Remote Workforce



# Emerging Technology and Innovation

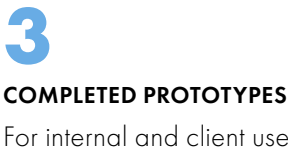
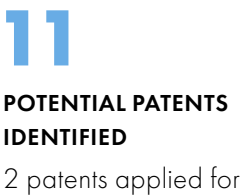
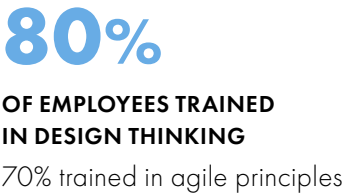
## Protiviti innovation

Innovation is one of our core values and is embedded in everything we do. We value and deliver new ideas and approaches while challenging our teams to innovate every day as they determine the best solutions for our clients and our business.

We provide our employees access to a broad range of technology, and we offer training that includes design thinking and agile principles:

- The **iNN program**, a residency where employees learn to develop and use leading-edge tools and techniques while engaging in real-life problem solving
- A new **Rapid Prototyping Team**, a dedicated team of technical experts tasked with the rapid development of functional prototypes
- A new **patent program** that provides the resources, expertise, recognition and rewards for ideas and creations as they move through the formal patent process

## BY THE NUMBERS 2022 Innovation Progress at Protiviti



Protiviti was named to **Fast Company's Best Workplaces for Innovators 2022**.



## Our Commitment Going Forward

Robert Half reaffirms our commitment to developing and deploying technology and innovation for our client and employee use that upholds human rights. In 2023, we plan to conduct our first enterprise human rights impact assessment with the goal of determining future areas of focus for the business based upon assessment results.

*Robert Half employee Ryan McGrail working from the Denver branch office*

## LEARN MORE

- [Protiviti Innovation Services](#)
- [2022 Emerging Technology and Innovation Data Disclosures](#)



SPOTLIGHT

# Protiviti ESG Solutions and Thought Leadership

Environmental, social and governance issues aren’t just important to Robert Half — they are top-of-mind interests and concerns for the many organizations we work with around the world.

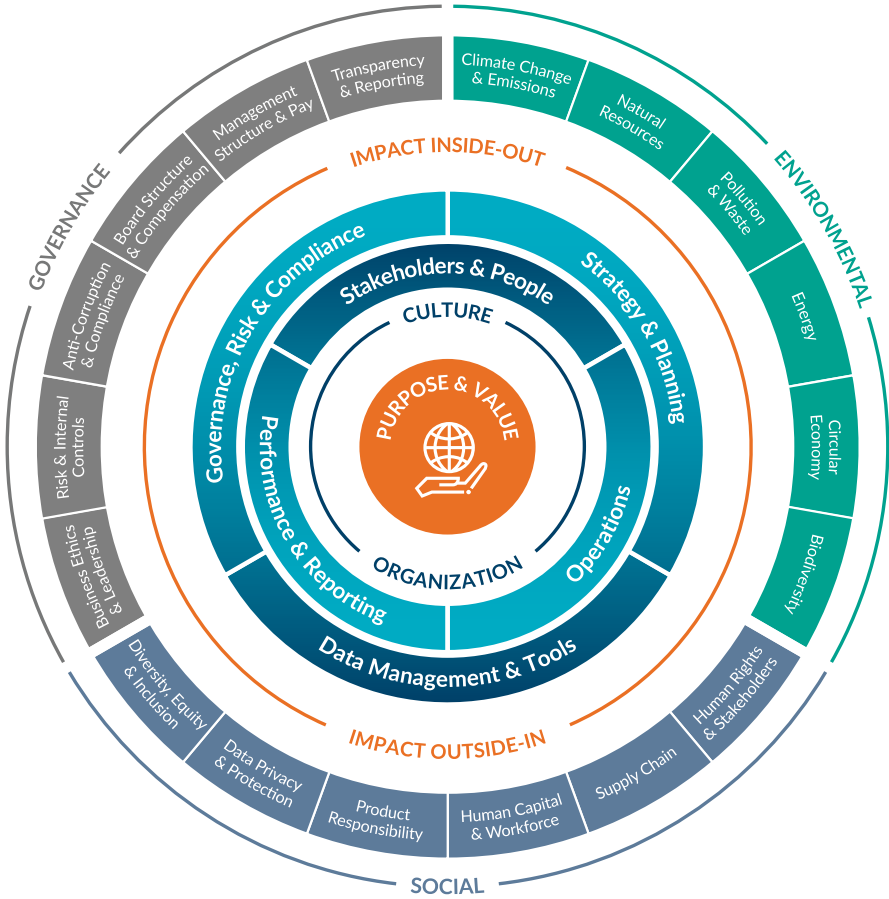
## Leveraging experience and innovation to increase client engagement

Our experience is that sustainability is a continuous journey, presenting new risks and opportunities. There are no blueprints or out-of-the-box solutions, and each company needs an individualized and holistic approach to ESG reporting and operations in order to manage the high level of complexity and be positioned for continued, long-term success.

We leveraged our reporting and regulatory expertise to develop an innovative ESG framework to help clients define and build a seamless ESG reporting process. We have helped clients define and align ESG metrics to strategy and regulatory expectations, support the reporting process with innovative data and analytics solutions, and assist with audit and assurance readiness to help companies face a sustainable future with confidence. We are also engaging our clients further, assisting them with the sustainability operating initiatives on which they are reporting.

## Knowledge sharing, research and analysis, and future-forward thinking

- Protiviti teamed with the University of Oxford in 2022 to conduct a [global survey](#) of business leaders about ESG’s future impact; these leaders agree that ESG will be important to their organization’s success over the next decade.
- VISION by Protiviti explores transformational topics that will alter business over the next decade and beyond, and 2022’s installment looked at the [Future of ESG](#), featuring interviews with and insights from ESG experts worldwide.
- ESG was a topic of focus in Protiviti’s 2022 Global Finance Trends Survey, which includes recommendations to help chief financial officers and finance leaders elevate their ESG strategies and reporting.



THE PROTIVITI ESG FRAMEWORK

# Community Investment

## Supporting Our Communities Around the Globe

Robert Half engages in the communities where we operate around the world, seeking to make a positive, lasting impact. We have built a tradition of community engagement through global volunteer, mentorship and philanthropy programs. Leading by Example, for our talent solutions professionals, focuses on education and workforce development. iCare, for Protiviti employees, focuses on social impact and addressing hunger through its global service program, i on Hunger.

Through our programs providing matching gifts for employee donations, scholarships for students in need and corporate grants for nonprofits, our company and our employees are engaged in making a difference in our communities. In 2022, we expanded our U.S. matching gifts and Dollars-for-Doers program to include all of our non-U.S. offices. Learn more about our [community outreach](#).

### 2022 HIGHLIGHTS

#### Volunteer mentorship opportunities

Our talent solutions business launched a new [volunteer mentorship program](#) to encourage employees to serve as mentors at nonprofits, schools and other community organizations. We also engage our employees to help job seekers navigate career transitions through our partnership with the nonprofit Dress for Success and our [Suit Drive Re-Imagined](#). Several of our Protiviti offices hosted TechGirlz volunteer opportunities and workshops to help empower girls to be future technology leaders, and in the UK, employees mentored local university students.

#### Round the World Challenge

In October, our talent solutions business employees in 19 countries outside of North America united for the second consecutive year to raise funds for Make-A-Wish International, an organization that grants wishes to critically ill children.

**\$237k**

#### DONATED IN 2022

To Make-A-Wish through employee fundraising, corporate grants and matching gifts

#### Australia Reconciliation Action Plan

Reconciliation in Australia is about strengthening relationships of Aboriginal and Torres Strait Islander peoples with non-Indigenous peoples for the benefit of all Australians. Protiviti is helping by committing to a Reflect Reconciliation Action Plan (RAP) and instituting governance practices, including a commitment to be inclusive of these communities in procurement, supplier diversity and employment opportunities.



Protiviti partnered with Mumbulla Creative, an Aboriginal creative agency, to create our BeSpoke artwork. Artist Charmaine Mumbulla — a Kurna/Narugga woman based in Sydney — is passionate about working on projects that support reconciliation and social justice.

#### i on Hunger’s 14-million-meal milestone



With **235 participating partners** across **21 countries**, Protiviti’s global service program i on Hunger hosted more than 100 events, including food drives, meal-packing events, meal preparation and serving, and financial donations to food-related charities. Since 2014, more than **14 million meals** have been delivered to those in need.

Protiviti employees volunteering at an i on Hunger meal-packing event in Blue Ash, Ohio.



# Community Investment

Measurable Results Helping to Make a Difference



**\$7M**  
IN TOTAL COMMUNITY  
INVESTMENTS



**3,300**

**EMPLOYEES**  
Participated in our matching gifts and volunteering platform

**2,300**

**NONPROFITS BENEFITED**  
From employee contributions  
through our Matching Gifts program

**30K+**

**HOURS VOLUNTEERED**  
To support charitable organizations

**\$1.3M**

**DONATED**  
To match employee contributions  
through the Robert Half Matching  
Gifts program

**\$930K**

**DONATED**  
To nonprofits in the U.S.  
and Canada through our  
Holiday Giving program



## Our Commitment Going Forward

Our goal is to increase the total percentage of employees volunteering or donating in 2023 to causes important to them, either through company-sponsored activities or personal philanthropic interests and activities.

*Vinicius Feitosa (left) and Rafaella Barreto and Larissa Ferreria (above) volunteering as part of the 15th anniversary in Sao Paulo, Brazil*

### LEARN MORE

- [Robert Half: Community Outreach](#)
- [Robert Half: Nonprofit Grants](#)
- [Protiviti: i on Hunger Program](#)
- [2022 Community Investment Data Disclosures](#)

# Supplier Inclusion

## Maintaining Our Commitment to Supplier Inclusion

Now in its 19th year, our U.S. Supplier Inclusion program supports the promotion, growth and development of small and diverse-, women-, veteran-, service-disabled veteran- and LGBTQIA+-owned businesses as well as business owners with apparent and non-apparent disabilities.

Robert Half is dedicated to working with suppliers who respect ethics, human rights, diversity and inclusion, and the environment. Our Supplier Code of Conduct outlines clear expectations for suppliers while doing business with or on behalf of our company. Our ESG expectations for suppliers are reiterated in our contracts with them.

### 2022 HIGHLIGHTS

#### Diverse Supplier Grant Initiative

Robert Half, along with dozens of other corporations, is proud to partner with JPMorgan Chase in the launch of a Diverse Supplier Grant Initiative. The program aims to provide diverse-owned businesses — with an emphasis on Black-, Hispanic- and Latino-owned firms — access to the growth capital they need to more effectively compete and secure corporate contracts with companies like ours.



**LOU ROSAS**, Director, Supplier Inclusion



Robert Half employees attending an Oakland Athletics baseball game in Oakland, Calif.

#### Procure Access Initiative From Disability:IN

As a signatory of Procure Access, a business-to-business initiative facilitated by Disability:IN, the global disability inclusion nonprofit, we demonstrate our commitment to purchasing and selling technology that is accessible to people with apparent and non-apparent disabilities. We are proud to partner with Disability:IN on this initiative by signing their CEO Letter on Disability Inclusion asking Fortune 1000 CEOs to help advance disability inclusion and equality.





# Supplier Inclusion

## Ongoing collaboration with diverse-owned suppliers

Our supplier inclusion team conducts outreach activities and participates in conferences and trade shows in support of the many diverse supplier organizations we partner with. In addition, we’ve delivered content tailored for diverse-owned business leaders regarding effective communication and strategies for advancing within their respective industries.

We deepened our supplier inclusion relationships through our sponsorship of the Veterans In Business Network’s Veteran 2 Veteran Business Cohort Program and the Western Regional Minority Business Council’s Business Growth Acceleration Program.

## Recognition for our Supplier Inclusion program

Over the years, many organizations that our company supports have recognized our Supplier Inclusion program. These include the Women’s Business Enterprise National Council (WBENC) and the National LGBT Chamber of Commerce (NGLCC), which spearheads the National Business Inclusion Consortium (NBIC).

### LEARN MORE

- [Robert Half’s Supplier Inclusion program](#)
- [Supplier Code of Conduct](#)



## Our Commitment Going Forward

Our goal is to maintain, at a minimum, 35% of our total U.S. supplier spend with small and diverse businesses. In 2022, it was 37%. We will also work to increase the diversity certification of our existing diverse suppliers.

*Robert Half’s supplier inclusion program manager Brenda Arnold attending the Veterans in Business (VIB) Network conference in San Diego*

### 2022 SUPPLIER INCLUSION PROGRAM ACCOLADES





# Environment

Robert Half is committed to reducing our environmental impact and operating in an environmentally sustainable way.

## IN THIS SECTION

- Our Sustainable Ecosystem Impact

*Robert Half employees participating in the Help Paws 5K in Bloomington, Minn.*





# Our Sustainable Ecosystem Impact

As a global business, Robert Half has opportunities to make changes and improvements throughout the organization that help us address the company’s impacts on the planet.

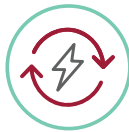
Our board-approved Global Environmental Policy remains a vital tool for communicating how Robert Half manages real estate holdings, business processes, reporting programs and partnerships. It also outlines expectations in helping our company conduct business in a manner that protects the environment, conserves resources and promotes sustainable development. Additionally, our Supplier Code of Conduct and Sustainable Procurement Policy extend our sustainability expectations to our suppliers. We also disclose energy use and greenhouse gas emissions, inclusive of all Robert Half operations, annually in our ESG report and to CDP Climate Change.

## 2022 HIGHLIGHTS



### Reducing our greenhouse gas emissions

Between 2019 and 2022, Robert Half reduced our Scope 1 and Scope 2 operational greenhouse gas (GHG) emissions by 32% as a result of adopting flexible work arrangements and through the procurement of renewable electricity.



### Expanding our use of renewable energy

Robert Half sourced nearly 3,300 megawatt hours of renewable electricity in 2022 to power our offices in France, Germany and Belgium as well as our U.S. data center. For years, we have also focused on achieving greater efficiencies in our data center, including virtualizing and consolidating servers and modernizing data storage.



## GHG REDUCTION TARGETS

Submitted for validation to the Science Based Targets initiative for greenhouse gas emissions reduction



## Our Commitment Going Forward

We took action on GHG emissions and submitted targets to the Science Based Targets initiative (SBTi) for validation in 2023. This demonstrates our ongoing commitment to climate action. Our proposed near-term targets, which are subject to change based on the SBTi validation process, are as follows:

- Robert Half commits to reduce absolute Scope 1 and Scope 2 GHG emissions 55% by FY 2032 from a FY 2019 base year.
- Robert Half commits to reduce Scope 3 GHG emissions from business travel and employee commuting 62% per full-time employee by FY 2032, using FY 2019 as a base year.
- Robert Half commits that 50% of its suppliers by spend on purchased goods and services will have set SBTs by FY 2027.

Robert Half employees spending time together biking around Nanjing, China

# Our Sustainable Ecosystem Impact

## Other Ways Robert Half Is Prioritizing Sustainability



### PROCESS

- Reimagining employee sustainability engagement through our **sustainability affinity groups**
- Continuing to integrate sustainability and ESG principles and practices into our **procurement processes**
- Focusing on environmental attributes during the **leasing process** for office space



### TRAVEL

- **Working to reduce business travel** by asking our employees to be judicious about travel decisions
- **Minimizing the commuting footprint** through our flexible work program, which enables our employees to work where they will be most successful
- Encouraging the use of more **electric and hybrid vehicles**
- Offering employee benefits with more **sustainable options for commuting**, such as programs for public transportation, bicycles and carpooling



### WASTE AND MATERIALS

- **Prioritizing reuse** of electronic equipment and recycling of e-waste globally
- **Modernizing our printer fleet** and printing policies to reduce power, paper and toner usage
- **Creating a new global record retention and destruction policy** to help our enterprise reduce the amount of printed materials we store



### LEARN MORE

- [Global Environmental Policy](#)
- [Robert Half CDP Climate Change Response](#)
- [Protiviti Italy ISO 14001 Environmental Management Certification](#)
- [2022 Sustainable Ecosystem Impact Data Disclosures](#)

Robert Half employees participating in the Cleveland Second Harvest Food Bank of North Central Ohio



# ESG Data Tables

## About Us

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
GRI 2-1a	Legal name of organization	See 2022 response	<a href="#">Robert Half International Inc.</a>
GRI 2-1b	Nature of ownership and legal form	See 2022 response	<a href="#">Robert Half International Inc. Form 10-K</a>
GRI 2-1c	Location of headquarters	See 2022 response	<a href="#">Menlo Park, CA</a>
GRI 2-1d	Countries of operation	See 2022 response	<a href="#">Locations   Robert Half</a> <a href="#">Locations   Protiviti</a> <a href="#">For a list of our subsidiaries please see our Form 10-K (Exhibit 21.1)</a>
GRI 2-2	Entities included in the organization’s sustainability reporting	See 2022 response	<a href="#">2022 ESG Report (p. 6)</a>
GRI 2-3a	Reporting period for, and the frequency of, its sustainability reporting	Annual cadence as of reporting year FY21: Jan. 1, 2021 - Dec. 31, 2021	Annual cadence as of reporting year FY22: Jan. 1, 2022 - Dec. 31, 2022
GRI 2-3b	Reporting period for financial reporting	Annual, Jan. 1, 2021 - Dec. 31, 2021	Annual, Jan. 1, 2022 - Dec. 31, 2022
GRI 2-3c	Publication date of the report	June 2022	April 2023
GRI 2-3d	Contact point for questions about the report or reported information	See 2022 response	<a href="mailto:investor.relations@roberthalf.com">investor.relations@roberthalf.com</a>
GRI 2-4a	Restatements of information made from previous reporting periods	Please see 2021 greenhouse gas emissions changes in the <a href="#">Emissions</a> section of this report	Not applicable for 2022
GRI 2-5b	Sustainability reporting external assurance	<a href="#">Letter of Attestation — GHG Inventory 2021</a>	<a href="#">Letter of Attestation — GHG Inventory 2022</a>
GRI 2-6	Activities, value chain and other business relationships	<a href="#">Robert Half International Inc. Form 10-K (Item 1. Business)</a>	<a href="#">Robert Half International Inc. Form 10-K (Item 1. Business)</a>
GRI 2-7	Employees	See <a href="#">Our People</a> section	See <a href="#">Our People</a> section
GRI 2-10a-b	Nomination and selection of the highest governance body	<a href="#">Proxy Statement (pp. 19-20)</a> <a href="#">Corporate Governance Guidelines</a>	<a href="#">Proxy Statement (pp. 19-20)</a> <a href="#">Corporate Governance Guidelines</a>
GRI 2-11a	Chair of the highest governance body	<a href="#">Proxy Statement (pp. 12-13)</a>	<a href="#">Proxy Statement (pp. 12-13)</a>
GRI 2-12a-b	Role of the highest governance body in overseeing the management of impacts	<a href="#">Proxy Statement (pp. 16-18)</a>	<a href="#">Proxy Statement (pp. 16-18)</a>

About Us

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
GRI 2-13a	Delegation of responsibility for managing impacts on the economy, the environment and people	<a href="#">Proxy Statement (p. 14, Risk Oversight Role)</a>	<a href="#">Proxy Statement (p. 14, Risk Oversight Role)</a>
GRI 2-13b	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	<a href="#">Proxy Statement (p. 16)</a>	<a href="#">Proxy Statement (pp. 14-16)</a>
GRI 2-14a	Role of the highest governance body in sustainability reporting	<a href="#">2021 ESG Report (p. 15)</a>	<a href="#">2022 ESG Report (p. 6)</a>
GRI 2-15a	Conflict of interest management	<a href="#">Proxy Statement (pp. 14-15)</a> <a href="#">Code of Business Conduct and Ethics (p. 5)</a>	<a href="#">Proxy Statement (pp. 11-12, 14-15, 54)</a> <a href="#">Code of Business Conduct and Ethics (p. 5)</a>
GRI 2-18a	Report whether the evaluations are independent or not, and the frequency of the evaluations	<a href="#">Proxy Statement (p. 12)</a>	<a href="#">Proxy Statement (pp. 11-12)</a>
GRI 2-18b	Describe actions taken in response to evaluations, including changes to the composition of the highest governance body and organizational practices	<a href="#">Proxy Statement (p. 12)</a> <a href="#">Corporate Governance Guidelines</a>	<a href="#">Proxy Statement (p. 12)</a> <a href="#">Corporate Governance Guidelines</a>
GRI 2-19a	Remuneration policies	<a href="#">Proxy Statement (pp. 30-32, 46)</a>	<a href="#">Proxy Statement (pp. 29, 31-33, 48-50)</a>
GRI 2-20a	Process to determine remuneration	<a href="#">Proxy Statement (pp. 30-32, 46)</a>	<a href="#">Proxy Statement (pp. 29, 31-33, 48-50)</a>
GRI 2-20b	Report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable	<a href="#">Robert Half International Inc. Form 8-K</a>	<a href="#">Robert Half International Inc. Form 8-K</a>
GRI 2-21a	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)	<a href="#">Proxy Statement (p. 45)</a>	<a href="#">Proxy Statement (p. 46)</a>
GRI 2-22a	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	<a href="#">2021 ESG Report (p. 3)</a>	<a href="#">2022 ESG Report (p. 3)</a>
GRI 2-23a-c	Policy commitments for responsible business conduct and respect for human rights	See 2022 response	<a href="#">Code of Business Conduct and Ethics</a> <a href="#">Global Human Rights Policy</a> <a href="#">Supplier Code of Conduct</a> <a href="#">Robert Half International Corporate Governance Policies</a> <a href="#">Modern Slavery Act Statement – UK</a> <a href="#">Modern Slavery Act Statement – AU</a>

# About Us

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
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	See 2022 response	The Code of Business Conduct and Ethics, Global Human Rights Policy, Corporate Governance Guidelines, and the following components within the Corporate Governance Guidelines including the Director Succession Plan, Severance Policy, Executive Compensation Clawback Policy, Hiring Policy Regarding Outside Directors, Foreign Corrupt Practices Act Guidelines and Global Anti-Corruption Policy, Policy on Compliance with Securities Laws and Policy on Compliance With Securities Laws are Board approved.
GRI 2-23e	Report the extent to which the policy commitments apply to the organization’s activities and to its business relationships	See 2022 response	<a href="#">Code of Business Conduct and Ethics (p. 1)</a>
GRI 2-23f	Describe how the policy commitments are communicated to workers, business partners and other relevant parties	See 2022 response	The Code of Conduct is publicly available. 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	See 2022 response	Robert Half’s base Master Services Agreement requires suppliers to comply with our <a href="#">Supplier Code of Conduct</a> , 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	See 2022 response	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.” <a href="#">Code of Business Conduct and Ethics (p. 10, sec. 20)</a>
GRI 2-26a	Describe the mechanisms for individuals to seek advice and raise concerns	See 2022 response	<a href="#">Code of Business Conduct and Ethics (p. 10)</a>



About Us

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
GRI 2-27	Compliance with laws and regulations (Robert Half regards a significant instance of noncompliance as one that results in a material fine or public disclosure in Robert Half’s SEC filings.)	Robert Half did not have any significant instances of noncompliance with laws and regulations during 2021.	Robert Half did not have any significant instances of noncompliance with laws and regulations during 2022.
GRI 2-28a	Report industry associations, other membership associations and national or international advocacy organizations in which it participates in a significant role	See 2022 response	<a href="#">Strategic Alliances and Relationships</a>
GRI 2-29a	Approach to stakeholder engagement	See 2022 response	Robert Half: <a href="#">Our Approach to ESG</a>
GRI 2-30	Collective bargaining	See 2022 response	<a href="#">Global Human Rights Policy — inclusive of our policy on freedom of association (p. 5)</a>

Financial Performance

Total revenue	<a href="#">Robert Half International Inc. Form 10-K (p. 19)</a>	<a href="#">Robert Half International Inc. Form 10-K (p. 19)</a>
Percent of total revenue <ul style="list-style-type: none"><li>— U.S.</li><li>— International Zone</li></ul>	<a href="#">Robert Half International Inc. Form 10-K (p. 19)</a>	<a href="#">Robert Half International Inc. Form 10-K (p. 19)</a>
Net income	<a href="#">Robert Half International Inc. Form 10-K (p. 16)</a>	<a href="#">Robert Half International Inc. Form 10-K (p. 16)</a>
Percent of effective tax rate	<a href="#">Robert Half International Inc. Form 10-K (p. 23)</a>	<a href="#">Robert Half International Inc. Form 10-K (p. 42)</a>
Acquisitions	<a href="#">Robert Half International Inc. Form 10-K (p. 30)</a>	<a href="#">Robert Half International Inc. Form 10-K (p. 30)</a>
Total final shareholder resolutions	<a href="#">Robert Half International Inc. Form 8-K</a>	<a href="#">Robert Half International Inc. Form 8-K</a>

Materiality Assessment

GRI 3-1	Process to determine material topics	See 2022 response	<a href="#">2022 ESG Report (p. 7)</a>
GRI 3-2	List of material topics	See 2022 response	<a href="#">2022 ESG Report (p. 7)</a>
GRI 3-3	Commitments and management of material topics	See 2022 response	<a href="#">2022 ESG Report (p. 7)</a>

Our Governance

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
Accountability			
	ESG governance structure and policies	See 2022 response	<a href="#">ESG at Robert Half   Our Approach   Accountability</a> <a href="#">2022 ESG Report (p. 6, Accountability)</a> <a href="#">ESG at Robert Half   Related Policies and Report Archive</a>
	Measuring and reporting ESG impact	See 2022 response	<a href="#">2022 ESG Report (pp. 6-7)</a> <a href="#">ESG at Robert Half   Our Approach to Reporting</a>
	Quality management certification	See 2022 response	<a href="#">ISO 9001 Certification for Protiviti Italy</a>
	Refer to our <a href="#">About Us</a> disclosure section for more accountability-related information		
Ethics and Integrity			
SV-PS-510a.1	Approach to ensuring professional integrity	See 2022 response	<a href="#">Code of Business Conduct and Ethics</a>
GRI 205-2b & e	Percentage of employees who have completed training across compliance, including anti-corruption, information security, ethics, anti-discrimination and anti-harassment	91% <sup>1</sup>	92.4% of employees completed compliance training within the requested time frame.
GRI 205-2c	Communication of organization’s anti-corruption policy for partners	See 2022 response	<a href="#">Foreign Corrupt Practices Act Guidelines and Global Anti-Corruption Policy</a> <a href="#">Code of Business Conduct and Ethics</a>
GRI 205-3	Confirmed incidents of corruption and action taken	No known material incidents in 2021. <a href="#">Please refer to our SEC filings</a>	No known material incidents in 2022. <a href="#">Please refer to our SEC filings</a>
GRI 206-1	Legal actions for anti-competitive behavior, antitrust and monopoly practices	No known material incidents in 2021. <a href="#">Please refer to our SEC filings</a>	No known material incidents in 2022. <a href="#">Please refer to our SEC filings</a>
SASB SV-PS-510a.2	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. <a href="#">Robert Half Form 10-K (Item 3)</a>	In FY22, 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. <a href="#">Robert Half Form 10-K (Item 3)</a>
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 <a href="#">Code of Business Conduct and Ethics (sec. 14)</a>	In 2022, Robert Half did not make contributions to political action committees, candidate committees or party organizations. Please refer to our <a href="#">Code of Business Conduct and Ethics (sec. 14)</a>

<sup>1</sup> Our figures for 2021 include only percentage completion for discrimination training. This 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 Robert Half Australia was 100%.

# Our Governance

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
Board Structure			
GRI 405-1	Diversity of governance bodies and employees	<a href="#">Board Diversity—Proxy Statement (p. 11)</a>	<a href="#">Board Diversity — Proxy Statement (p. 11)</a> <a href="#">2022 ESG Report (p. 10-11)</a>
	Board committee details including member composition, diversity and independence, and number of meetings	<a href="#">Proxy Statement (p. 19)</a>	<a href="#">Proxy Statement (pp. 19-21)</a>
	Refer to our <a href="#">About Us</a> disclosure section for more board and structure-related information		
Maintaining Trust Through IT Security and Data Protection			
SV-PS-230a.1	Approach to identifying and addressing data security risks	See 2022 response	<a href="#">Robert Half Cybersecurity Governance</a>
SV-PS-230a.2	Policies and practices relating to collection, usage and retention of customer information	See 2022 response	<a href="#">Robert Half Privacy Policy</a> <a href="#">Protiviti Privacy Policy</a>
SV-PS-230a.3 GRI 418-1	Number of data breaches	There were no material data breaches that required disclosure in our SEC filings in 2021. <a href="#">Please refer to our SEC filings</a>	There were no material data breaches that required disclosure in our SEC filings in 2022. <a href="#">Please refer to our SEC filings</a>
	Certifications (including ISO 27001 and SOC 2 Type 2)	See 2022 response	<ul style="list-style-type: none"><li>• SOC 2 Type 2 Certifications for Protiviti client engagements and Protiviti Legal Consulting.</li><li>• ISO 27001:2013 Certifications for Protiviti North America, Protiviti UK, Protiviti Germany, Protiviti Italy, Protiviti Australia and Protiviti Japan</li><li>• All certifications have restricted distributions to clients/prospects under non-disclosure agreement.</li></ul>



Our People

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
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 <a href="#">Robert Half International Inc. Form 10-K (p. 3)</a>	16,300 full-time internal staff, placed 164,000 engagement professionals on assignment with clients <a href="#">Robert Half International Inc. Form 10-K (p. 4)</a>
SV-PS-330a.1 GRI 2-7a	Total employees in global internal workforce <sup>1</sup>		
	By region	69.3% U.S. 30.7% International Zone	69.5% U.S. 30.5% International Zone
	By gender (global)	Female: 54.7% Male: 45.3% <sup>2</sup>	Female: 54.4% Male: 44.9% Unspecified: 0.7% <sup>3</sup>
	By ethnicity (U.S.)	White: 67.3% Asian/Pacific Islander: 14.7% Hispanic/Latinx: 8.4% Black/African American: 6.7% Other: 2.9%	White: 66.0% Asian/Pacific Islander: 14.7% Hispanic/Latinx: 8.9% Black/African American: 7.5% Other: 2.9%
	By gender and ethnicity (U.S.)	<a href="#">EEO-1 Report</a>	<a href="#">Preliminary EEO-1 Report</a> <sup>4</sup>

<sup>1</sup> Figures include full-time staff.  
<sup>2</sup> Figures for employees categorized as “unspecified” were not reported in 2021.  
<sup>3</sup> Data reflects Robert Half employees who have voluntarily disclosed their gender and U.S. race and ethnicity data. As of 2022, Robert Half updated our reporting methodology to represent the total workforce, including those who choose not to self-identify.  
<sup>4</sup> To be filed in 2023, subject to change before official filing.

# Our People

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
Diverse Workforce and Inclusive Workplace			
SASB SV-PS-330a.1	Total employees in executive management/senior leadership (“executive management”) <sup>1</sup> (Defined as all Officer, SVP and VP roles across Robert Half and Protiviti, aligning to EEOC codes 1.1 and 1.2)		
	By gender (global)	Female: 24.5% Male: 73.9% <sup>2</sup>	Female: 25.6% Male: 73.0% Unspecified: 1.4% <sup>3</sup>
	By ethnicity (U.S. only)	White: 87.5% Asian/Pacific Islander: 5.5% Hispanic/Latinx: 3.5% Black/African American: 0.9% Other: 2.6%	White: 86.8% Asian/Pacific Islander: 7.1% Hispanic/Latinx: 3.7% Black/African American: 1.0% Other: 1.5%
	By gender and ethnicity (U.S. only)	<u>EEO-1 Report</u>	<u>Preliminary EEO-1 Report</u> <sup>4</sup>
SASB SV-PS-330a.1	Total leaders and managers <sup>1</sup> (Defined as all Officer, SVP, VP, Senior Director, Director, Senior Manager and Mid-Level Manager roles across Robert Half and Protiviti, aligning to EEOC codes 1.1 and 1.2.)		
	By gender (global)	Female: 46.6% Male: 52.4% <sup>2</sup>	Female: 47.1% Male: 52.2% Unspecified: .7% <sup>3</sup>
	By ethnicity (U.S.)	White: 72.9% Asian/Pacific Islander: 12.7% Hispanic/Latinx: 6.9% Black/African American: 5.1% Other: 2.4%	White: 72.3% Asian/Pacific Islander: 12.8% Hispanic/Latinx: 6.9% Black/African American: 5.5% Other: 2.6%
	By gender and ethnicity (U.S.)	<u>EEO-1 Report</u>	<u>Preliminary EEO-1 Report</u> <sup>4</sup>

<sup>1</sup> Figures include full-time staff.

<sup>2</sup> Figures for employees categorized as “unspecified” were not reported in 2021.

<sup>3</sup> Data reflects Robert Half employees who have voluntarily disclosed their gender and U.S. race and ethnicity data. As of 2022, Robert Half updated our reporting methodology to represent the total workforce, including those who choose not to self-identify.

<sup>4</sup> To be filed in 2023, subject to change before official filing.

Our People

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
Diverse Workforce and Inclusive Workplace			
	% of women in IT roles (global) <sup>1</sup> (For Protiviti, this includes women within our IT solution offering)	Not reported	Robert Half: 48% Protiviti: 31%
	Most recently filed EEO-1 report	<a href="#">EEO-1 Report</a>	<a href="#">Preliminary 2022 EEO-1 Report</a> <sup>2</sup> Robert Half’s official 2022 EEO-1 will be available via our <a href="#">ESG Resources webpage</a> upon filing in 2023.
	Diversity, equity and inclusion policies	See 2022 response	<a href="#">Enterprise EEO Policy</a> <a href="#">Code of Business Conduct and Ethics — including Policy Against Discrimination and Harrassment</a> <a href="#">Global Human Rights Policy — including provisions on diversity and inclusion</a>
	UK Gender Pay Gap Report	See 2022 response	<a href="#">Robert Half UK Gender Pay Gap Report</a> <a href="#">Protiviti UK Gender Pay Gap Report</a>

<sup>1</sup> Figures include full-time staff.  
<sup>2</sup> To be filed in 2023, subject to change before official filing.



# Our People

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
Talent Attraction, Retention and Development			
GRI 404-1	Hours of completed training for full-time, internal employees	317,412	417,744
	Hours of completed training for contract talent and full-time engagement professionals	Not reported in 2021	42,756
	Total percent of contract talent and full-time engagement professionals who have access to our training platforms	See 2022 response	100% of contract talent and full-time engagement professionals have access to our trainings.
	Percent of employees who completed training across ESG topics	Not applicable in 2021	70% of Protiviti employees completed ESG training.
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">2021 ESG Report (pp. 29-30)</a>	<a href="#">2022 ESG Report (pp. 17-19) Apprenticeship and Workforce Innovation Program</a>
GRI 404-3	Percent of employees receiving regular performance and career development reviews	See 2022 response	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	See 2022 response	Education reimbursement options are available as part of benefit packages for 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 our internal website.

# Our People

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
Talent Engagement and Well-Being			
SV-PS-330a.3	Employee engagement as a percentage	85% <sup>1</sup>	94% <sup>2</sup>
GRI 201-3	Defined benefit plan obligations and other retirement plans	<a href="#">Robert Half International Inc. Form 10-K (p. 4)</a>	<a href="#">Robert Half International Inc. Form 10-K (p. 5)</a>
GRI 401-2	Benefits offered to full-time employees, temporary, part-time and/or contract talent	See 2022 response	<a href="#">Employee Benefits</a> <a href="#">Protiviti Well-Being</a>
GRI 403-1	Occupational health and safety management system	See 2022 response	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 403-9	Total number of recordable injuries/illnesses (U.S. internal employees and contract/temporary talent)	Internal: 8	Internal: 6 Contract/Temporary: 199
GRI 403-9	Total number of cases with days away from work (U.S. internal employees and contract/temporary talent)	Internal: 2	Internal: 1 Contract/Temporary: 67
GRI 403-9	Total number of work-related fatalities (U.S. internal employees and contract/temporary talent)	Internal: 0	Internal: 0 Contract/Temporary: 0
GRI 403-9	Total recordable incidence rate (TRIR) (U.S. internal employees and contract/temporary talent)	Internal: 0.16	Internal: 0.06 Contract/Temporary: 0.56
GRI 403-9	Days away/restricted and transferred incidence rate (DART) (U.S. internal employees and contract/temporary talent)	Internal: 0	Internal: 0.01 Contract/Temporary: 0.19

<sup>1</sup> 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. Favorability is calculated by employees responding a 4 or a 5 on a 5-point scale. The internal survey was administered in October 2021 for 2021 score and in September 2022 for 2022 score.

<sup>2</sup> Percentage of employees across Robert Half and Protiviti responding favorably to the question “Robert Half/Protiviti is a great place to work” in surveys administered by Great Place to Work ® in 2022. 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	2022
Community Investment			
	Corporate philanthropic guidelines	See 2022 response	<a href="#">Robert Half Community Outreach</a>
	Total employee volunteer hours	22,971	33,259
	— Total employee volunteer hours completed during the workday and included in total community investment	8,528	11,624
	Total community investment, including cash donations, value of time volunteered and in-kind giving	\$5.96 million	\$7.06 million
Supplier Diversity and Inclusion (and Procurement Practices)			
	Supplier Social and Environmental Policies and Governance	See 2022 response	Robert Half’s North American and European suppliers are subject to the following: <a href="#">Supplier Code of Conduct</a> <a href="#">Global Environmental Policy</a> <a href="#">Global Human Rights Policy</a>
GRI 414-1 GRI 308-1	Percent of suppliers that have been screened using social and environmental criteria	20% of North American suppliers	43% of North American suppliers
	Supplier diversity program	See 2022 response	<a href="#">Supplier Relations   Robert Half</a>
	Total suppliers participating in supplier diversity program (U.S.)	793	597
	Total hires by diverse suppliers to support Robert Half (U.S.)	116	359



# Our Communities, Clients and Partners

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
Supplier Diversity and Inclusion (and Procurement Practices)			
GRI 204-1	Percent of total addressable spend supporting small and diverse businesses (U.S.) <sup>1</sup>	41.9% overall small and diverse businesses	36.9% overall small and diverse businesses <sup>2</sup>
	Percent of total addressable spend supporting diverse businesses by sub-categories (U.S.) <sup>3</sup>	23.9% overall exclusive diverse businesses 40.7% small businesses 18.9% minority-owned businesses 8.5% women-owned businesses 0.2% LGBTQ+-owned businesses 1.1% veteran-owned businesses	19.5% overall exclusive diverse businesses 35.9% small businesses 16.2% minority-owned businesses 71% women-owned businesses 0.1% LGBTQ+-owned businesses 0.7% veteran-owned businesses
	Total addressable U.S. spend	\$519.79 million	\$627.69 million
	Emerging Technology and Innovation		
	Protiviti Services	See 2022 response	<a href="#">ESG Services</a> <a href="#">Innovation Services</a>
	Robert Half mobile app	<a href="#">Robert Half Mobile App Wins Gold Stevie® In 2021 International Business Awards®</a>	2022 Gold w3 Award for Mobile Features — Best Visual Design — Function 2022 Silver w3 Award for Mobile Apps and Sites — Professional Services 2022 Silver w3 Award for Mobile Apps and Sites — Recruitment 2022 Silver w3 Award for Mobile Features — Best User Experience 2022 Gold Stevie Award — Mobile Sites and Apps 2022 Stevie Awards International Business Awards® (IBA) <a href="#">Robert Half Press Release — w3 Award</a> <a href="#">Robert Half Press Release — Stevie Award</a>

<sup>1</sup> Subcategories of this figure are not mutually exclusive as companies may fit into multiple categories. The overall percentage for this figure as reported in 2021 allowed companies that fit into multiple categories to be reflected more than once in the overall total percent. This calculation method was revised in 2022 to remove any duplication within this overall figure.

<sup>2</sup> Within the text of this report, this figure has been rounded to 37%.

<sup>3</sup> Unless otherwise indicated, these subcategories are not mutually exclusive as companies may fit into multiple categories.

Environment

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
Environmental Action			
	Greenhouse gas emissions reduction targets	Not applicable in 2021	Greenhouse gas emissions reduction targets submitted to the <a href="#">Science Based Targets initiative</a> for validation in 2023
	Sustainability Policy	See 2022 response	<a href="#">Global Environmental Policy</a>
GRI 201-2	Financial implications and other risks and opportunities due to climate change	See 2022 response	<a href="#">Robert Half CDP Response</a>
GRI 307-1	Fines or penalties related to compliance with environmental legislation	\$0	\$0
	Environmental management system certification	Not applicable in 2021	<a href="#">ISO 14001 Certification for Protiviti Italy</a>
Emissions			
GRI 305-1	Total Scope 1 emissions (MTCO2e)	3,016 <sup>1</sup>	3,220
GRI 305-1	— Stationary fuel	259	139
GRI 305-1	— Mobile	2,757	3,081
GRI 305-2	Total Scope 2 emissions (MTCO2e) — location-based	5,977 <sup>1</sup>	10,414 <sup>3</sup>
	Total Scope 2 emissions (MTCO2e) — market-based	5,311 <sup>1, 2</sup>	9,523
	— Purchased electricity (location-based)	3,232	6,157
	— Purchased electricity (market-based)	2,565 <sup>2</sup>	5,266
	— Purchased heating	2,091 <sup>2</sup>	3,575
	— Refrigerant	655	682
GRI 305-3	Total Scope 3 emissions (MTCO2e) — location-based without radiative forcing	59,798 <sup>1</sup>	81,855
	Total Scope 3 emissions (MTCO2e) — market-based without radiative forcing	59,050 <sup>1</sup>	80,964
	— Category 1 — Purchased goods and services	26,230	24,991

<sup>1</sup> (Specific to 2021 emissions) Represents the emissions reviewed by the third-party assurer and noted in the limited assurance letter dated July 2022.  
<sup>2</sup> (Specific to 2021 emissions) These metrics have been updated in July 2022 and are reflected in our July 2022 limited assurance letter.  
<sup>3</sup> Year-over-year increase to Scope 2 location-based emissions was predominately driven by increased office activity.

Environment

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
Emissions			
	— Category 2 — Capital goods	3,462	8,530 <sup>2</sup>
	— Category 3 — Fuel and energy-related activity (FERA) (location-based)	2,448 <sup>1</sup>	3,638
	— Category 3 — Fuel and energy-related activity (FERA) (market-based)	1,698 <sup>1</sup>	2,727
	— Category 6 — Business travel	1,099	9,927 <sup>3</sup>
	— Category 6 — Radiative forcing	361	3,704
	— Category 7 — Employee commute	12,230	14,324
	— Category 7 — Work from home	13,829	19,531
	— Category 8 — Upstream leased assets (location-based)	5	31
	— Category 8 — Upstream leased assets (market-based)	6	51
	— Category 14 — Franchises (Protiviti member firms)	495	884
	Limited External Assurance status of reported Scope 1, 2, and 3 emissions	<u>Assured</u>	<u>Assured</u>
GRI 305-4	Greenhouse gas (GHG) intensity (MTCO2e)		
	— Scope 1, 2 and 3 (location-based) per employee	4.7	5.9
	— Scope 1, 2 and 3 (market-based) per employee	4.6	5.8
GRI 305-5	Emissions reductions from energy efficiency projects (MTCO2e)	40	20
Energy and Electricity			
	Total space worldwide (sq. ft.)	2,663,637	2,784,281
GRI 302-1	Total energy consumption (MWh)	34,848 <sup>1</sup>	51,913
GRI 302-1	Total electricity consumption (MWh)	10,646 <sup>1</sup>	18,792
GRI 302-1	Percent of total electricity consumption that is renewable electricity	3.1% <sup>1</sup>	17.5%

<sup>1</sup> (Specific to 2021 emissions) These metrics have been updated in July 2022 and are reflected in our July 2022 limited assurance letter.

<sup>2</sup> Year-over-year increase to emissions related to Capital Goods was largely derived from expenditure to improve our office facilities and for technology purchases for our workforce.

<sup>3</sup> In 2022, we improved the accuracy of our Business Travel methodology. This provides us with a more comprehensive view of our Business Travel-related emissions and partially contributes to the year-over-year increase from 2021 to 2022.



Environment

REFERENCE INDICES	DISCLOSURE DESCRIPTION	2021	2022
Waste and Water			
GRI 306-2 GRI 306-3	E-waste: Details and actions, including circularity measures, to manage impacts of waste (e-waste, specifically).	In 2021, we reported e-waste figures within total waste.	North America: E-waste from our North America operations are sent to a third-party that redeploys or recycles each item. In 2022, the third-party processed 6,806 of our units, totaling approximately 12.3 metric tons, with 38% (by count) redeployed and 62% recycled.  EMEA: Our offices in Europe and the UK use a third-party nonprofit, that redeploys usable units within developing and emerging countries, and recycles any non-usable units. In 2022, the third-party processed 3,020 of our units, totaling approximately 8.2 metric tons. Detail on units redeployed versus recycled was not available.
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 1.6% of our global square footage including facility trash and recycling. These numbers are reflected below 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	759.0
GRI 306-3	Total waste landfilled (metric tons)	566.1	1,685.6
GRI 306-3	Total waste recycled (metric tons)	176.6	189.3
GRI 306-2	Waste diversion rate (percent of total)	23.8%	24.9%
	Hazardous waste creation and disposal	Robert Half does not make or produce any tangible products. This metric is not deemed relevant to our business.	
GRI 303-5	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	21.2



roberthalf.com



In this ESG Report, Robert Half has disclosed information that may be forward-looking in nature, including certain information and opinions regarding its ESG and compliance programs and metrics, targets or aspirations for those programs. These statements may be identified by words such as “estimate,” “forecast,” “target,” “project,” “plan,” “intend,” “believe,” “expect,” “anticipate,” or variations or negatives thereof, or by similar or comparable words or phrases. Forward-looking statements are estimates only, based on management’s current expectations, currently available information, and current strategy, plans, or forecasts, and involve certain known and unknown risks, uncertainties, and assumptions that are difficult to predict and often beyond our control and are inherently uncertain. Such risks and uncertainties could cause actual results to differ materially from those expressed in the statements. Forward-looking statements are not guarantees or promises that goals or targets will be met. In addition, historical, current and forward-looking information about the Company’s ESG and compliance programs, including targets or goals, may not be considered material for SEC reporting purposes and may be based on standards for measuring progress that are still developing, on internal controls, diligence, or processes that are evolving, and on assumptions that are subject to change in the future. For information regarding risks and uncertainties associated with our business and a discussion of some of the factors that may cause actual results to differ materially from those expressed in the forward-looking statements, please refer to the Company’s SEC filings, including the “Management’s Discussion and Analysis of Financial Condition and Results of Operations,” and the “Risk Factors” and “Legal Proceedings” sections of its 2022 Annual Report on Form 10-K and subsequent SEC filings for a discussion of risk factors as they relate to forward-looking statements.

© 2023 Robert Half International Inc. An Equal Opportunity Employer M/F/Disability/Veterans. RH-0423. All referenced trademarks are the property of their respective owners.