

2023 ESG Report

# Leading with Integrity



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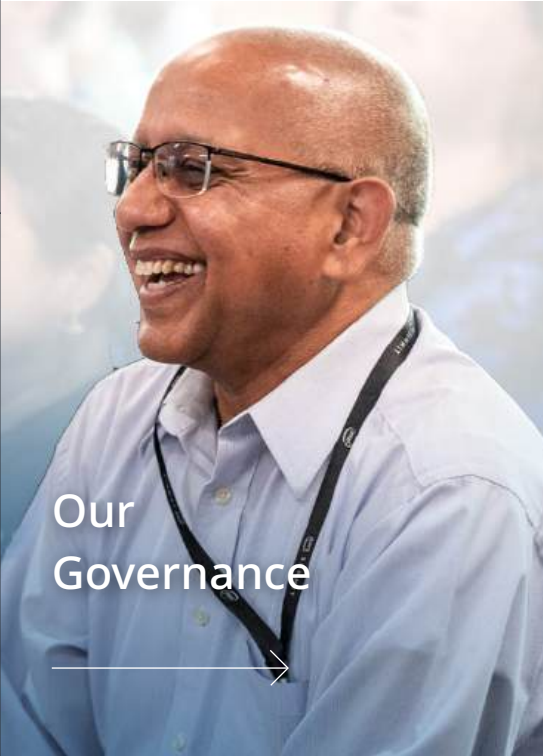
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Our People



Our Communities, Clients, and Partners



Our Environmental Impact





**“With our people-first approach, Robert Half is committed to maintaining an inclusive workplace that is welcoming to all team members across our global enterprise.”**

## Message from our CEO

Robert Half’s dedication to our environmental, social and governance (ESG) priorities ties fundamentally to what we stand for as a business. We help job seekers find rewarding work and assist clients in locating talent and consulting expertise they need to grow, all while embracing our enterprise values of integrity, inclusion, innovation and commitment to success.

We apply these values to our ESG efforts, including socially responsible business practices. Our goal is to focus on opportunities that allow us to earn the trust and confidence of our clients, candidates, shareholders, suppliers and our valued employees throughout Robert Half and our business consulting subsidiary, Protiviti.

In 2023, we made substantial progress in refining our ESG programs. With our people-first approach, Robert Half is committed to maintaining an inclusive workplace that is welcoming to all team members across our global enterprise. During the year, we continued to support our professionals in growing their employee network groups, which represent many dimensions of diversity. We provide employees with hybrid work options, well-being benefits, targeted professional development opportunities, increased access to cutting-edge technologies and more.

Employees benefit from our volunteer and matching gifts programs, through which our professionals help us contribute to nonprofit organizations important to them in the communities where we live and work. In 2023, we made significant progress expanding our impact through the goal of increasing employee volunteerism, working across the enterprise to double the total number of employee volunteer hours recorded.

We continued our support of the UN Global Compact principles, including human rights, fair labor practices, protection of the environment and anti-corruption measures. We also conducted our first Human Rights Impact Assessment and further expanded our code of business conduct and ethics training for all employees.

We strive to mitigate our environmental impact at all levels of the organization. We demonstrated our ongoing commitment to climate action by having our climate targets validated by the Science Based Targets initiative, joining the effort to prevent the worst effects of climate change.

These are just a few highlights of the progress we made in 2023 with our ESG initiatives. Read on to learn more about our advances in the areas of governance, our people-first approach, our communities and the environment.

**M. KEITH WADDELL**

President and Chief Executive Officer



# 2023 Highlights

## 2023 BY THE NUMBERS



Employees participate in an American Heart Association "Heart Walk" in Denver.

92%  
Employee  
Engagement

EMPLOYEES GLOBALLY WHO SAID WE  
ARE A GREAT PLACE TO WORK

54% WOMEN

Women employees in our global internal workforce

34% RACIAL AND ETHNIC  
DIVERSITY

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

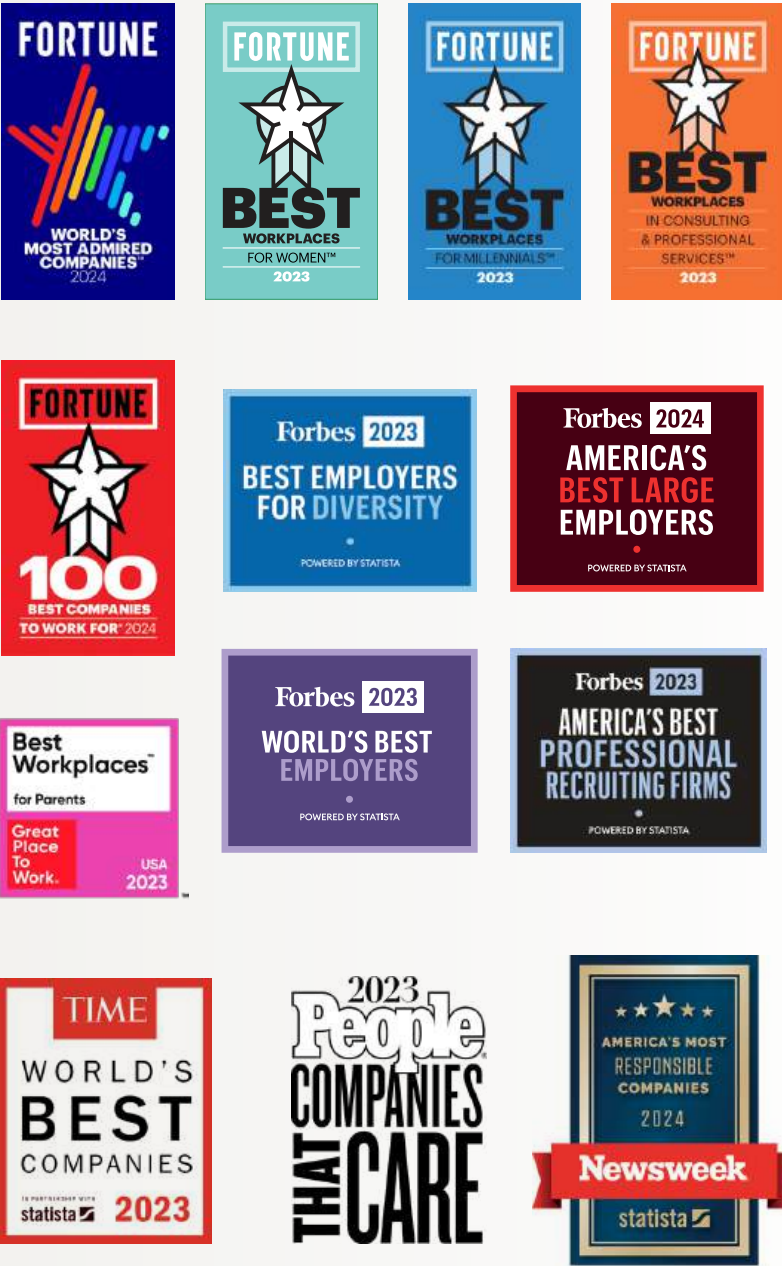
74,500+ EMPLOYEE  
VOLUNTEER  
HOURS

Employee hours volunteered globally during  
2023, more than double the hours in 2022



Near-term greenhouse gas (GHG) emissions reduction  
targets validated by the Science Based Targets initiative

## COMPANY RECOGNITION

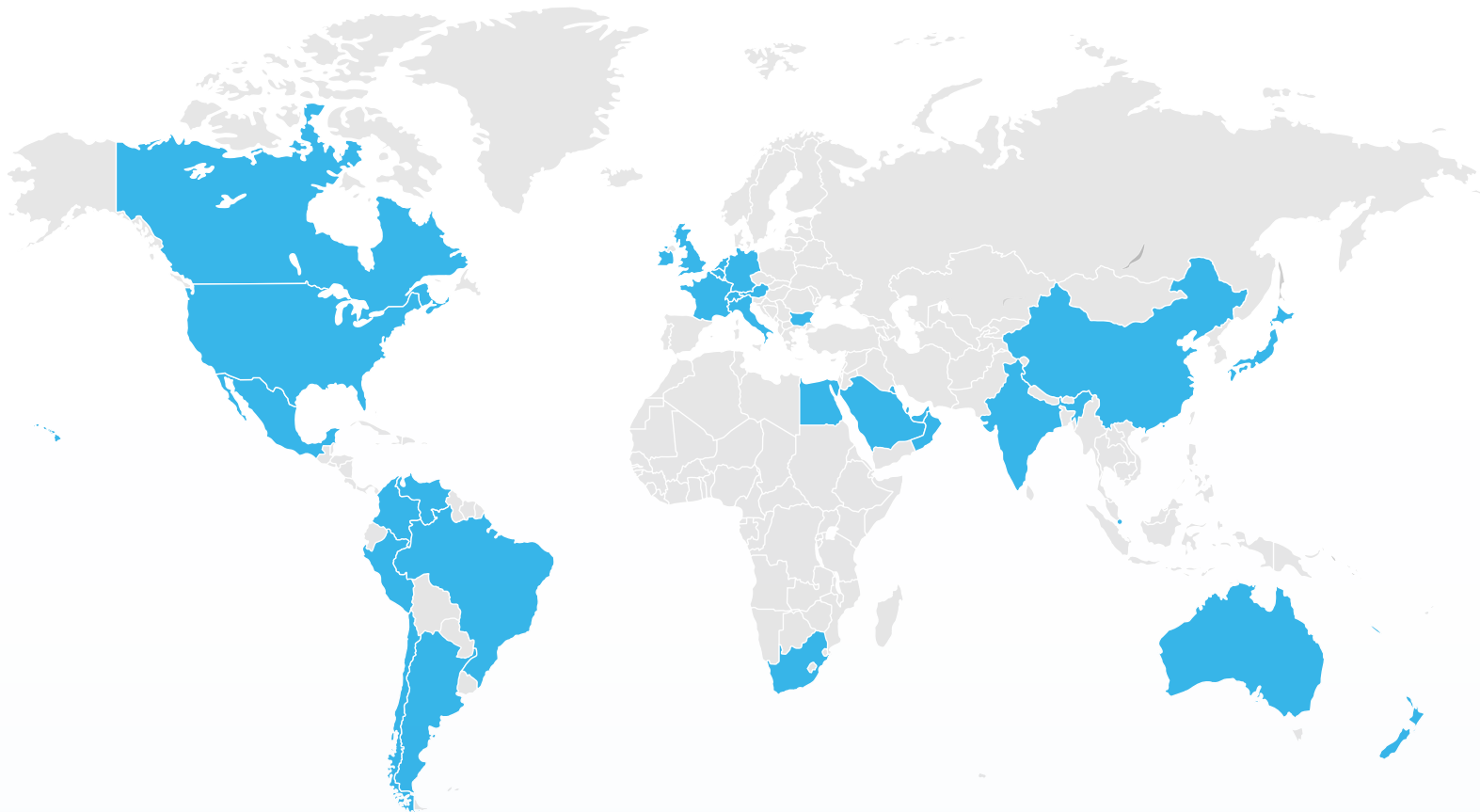


# About Robert Half

**Robert Half is the world’s first and largest specialized talent solutions and business consulting firm, connecting highly skilled job seekers with rewarding opportunities at great companies. Robert Half offers contract talent, permanent placement and executive search services, and is the parent company of Protiviti, a global consulting firm. Protiviti helps companies solve increasingly complex business challenges, often through managed solutions where our talent solutions operations and Protiviti work together.**

As an innovator, Robert Half’s proprietary matching artificial intelligence strengthens our ability to connect top talent with hard-to-fill positions and plays an increasing role in the hundreds of thousands of placements we make annually. But the world-class experience our clients and candidates have come to expect from us requires more than technology alone. It also requires the skills, judgment and expertise of our specialized recruiting professionals. It is our unique and powerful combination of both that sets us apart in the marketplace.

We foster a positive and inclusive work environment, helping employees thrive and feel valued in their roles. Our work philosophy allows us to provide our professionals with greater location and schedule flexibility while continuing to meet the needs of the business. We are a socially responsible corporate citizen, supporting our communities by volunteering our time and donating to deserving causes.



■ Robert Half and Protiviti\*  
\*Includes Member Firms, which are independent legal entities operating under the Protiviti name

400+

Locations Globally

15k

Full-Time Internal Staff

ROBERT HALF

313 Office locations

19 Countries

PROTIVITI

89 Office locations

29 Countries

# Our Approach to Leading with Integrity

## Our values

Robert Half’s enterprise values serve as the cornerstone for everything we do. These values are embedded in the organizational culture of Robert Half. They reflect who we are and how we connect and flourish as individuals, as teams and as an enterprise. They also steer our efforts toward championing responsible sustainable business practices and help us focus our efforts on the opportunities that will have the greatest impact on our stakeholders.



### Integrity

Put ethics first and do the right thing in all situations



### Inclusion

Foster a culture of belonging where everyone can connect, thrive and grow



### Innovation

Adapt, evolve and invest to deliver new ideas and solutions



### Commitment to success

Empower our people to drive the success of our clients, colleagues and candidates and to better our communities



**“We strive to operate with integrity in all that we do. Our values provide the foundation that enables us to listen to our people and act upon the important issues affecting our stakeholders and our company. We regularly assess and manage risks and opportunities, while ensuring our values are interwoven throughout our organization. How we lead with integrity aligns with our overarching goal to become a more inclusive and responsible organization.”**

**SUSAN HASELEY**  
Chief ESG and DEI Officer

## About this report

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 full-time internal staff and our full-time engagement professionals rather than the contract talent we place externally with clients.

The content of this report represents our performance for our fiscal year 2023, which aligns to the calendar year. All content and data reflect our operations worldwide, except where otherwise noted.

# Our Approach to Leading with Integrity

## Materiality

In 2022, we completed a formal ESG [materiality assessment](#) and published the results in our [2022 Leading with Integrity report](#). This process identified the risks, opportunities and topics that are most relevant to our company and our stakeholders.

Since conducting the assessment, we have continued to engage globally with our internal and external stakeholders through surveys and other communications. We use these touchpoints to further inform our programs and practices.

Though not all of the risks, opportunities and topics identified may be considered material from a mandatory reporting perspective, we recognize our broader impacts and determined that they are still important to our company. To that end, to advance the data collection and monitoring of our material topics, we implemented a quarterly cross-functional reporting process to track relevant updates and drive progress on these topics.

## Our material ESG topics



### Our Governance

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



### Our People

- ✓ Diverse Workforce and Inclusive Workplace
- ✓ Talent Attraction, Retention and Development
- ✓ Talent Engagement and Well-Being



### Our Communities, Clients, and Partners

- ✓ Emerging Technology and Innovation
- ✓ Community Investment
- ✓ Supplier Inclusion



### Our Environmental Impact

- ✓ Sustainable Ecosystem Impact



Employees volunteer at a food packing event in Salt Lake City.





# Our Governance

Governance plays a critical role in our ability to manage our risks, execute our business strategy effectively, make progress toward our goals and deliver value to our stakeholders.

## IN THIS SECTION

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



*Santhisudha Vinnakota (left) and Syed Zakir join colleagues at the Robert Half 2023 Excellence Awards in San Ramon, Calif.*



# Accountability

## Our ESG program

**Our ESG team develops and deploys our environmental, social and governance program, with guidance and oversight from senior leadership and the board of directors.**

Reporting to the chief ESG and DEI officer, the team is responsible for the day-to-day assessment, management and monitoring of our ESG risks and opportunities, with the goal of driving long-term growth and value creation for our stakeholders. To this end, the team works cross-functionally, partnering with our business units to track and report key performance indicators, develop policies, monitor relevant compliance activity and drive sustained progress throughout our value chain.

In 2023, we appointed Susan Haseley as chief ESG and DEI officer, building from her experience of launching and leading these programs for Protiviti. She reports directly to our CEO who reviews and advises on the execution of the ESG program along with other members of our senior leadership team.

The Board regularly receives and assesses reports on ESG activity at least annually, including the ESG report, human capital management policies and programs, inclusion initiatives, cybersecurity and privacy updates, environmental considerations and related compliance topics.

## Our approach to ESG risk management

Many ESG risks are also business risks. Across our enterprise, we deploy a holistic approach to identifying, monitoring and managing our risks. As part of an annual enterprisewide risk assessment process, our internal audit function identifies and assesses certain individual risks through in-depth interviews with our management team and business units. Findings from the risk assessment are integrated into the development of our enterprisewide risk model and presented to the Audit Committee for review, assessment and guidance.

At the management level, day-to-day risk management — including with respect to relevant ESG risks — is overseen by our general counsel who also serves as our corporate compliance officer, our senior vice president and global privacy officer, and our executive vice president and chief risk officer for Protiviti.



**“Under Susan Haseley's leadership, we will continue to focus on initiatives that help us sustain a people-first approach in our workplace and enhance our support of the communities where we live and work.”**

**M. KEITH WADDELL**

President and Chief Executive Officer



Malti Verma (left) and Stuti Gupta attend a corporate event in San Ramon, Calif.

# Board Structure

**Our board of directors oversees our corporate governance activities and provides guidance as the company navigates changes, risks and opportunities.**

The board provides oversight across strategic, operational, financial, legal, regulatory, technological (including cybersecurity, information security and data privacy), reputational and social risks, as well as risks related to environmental considerations and human capital management. The board evaluates areas of short-, medium- and long-term risks on an ongoing basis.

Our board structure includes an executive chair, an independent lead director and our CEO. A majority of our board members (78%) are independent directors. Additionally, our board’s Audit, Compensation, and Nominating and Governance committees are each 100% independent.

## Board diversity

Robert Half values diverse perspectives at all levels of our enterprise, including our board of directors. When seeking a new board member, the Nominating and Governance Committee pursues qualified candidates with a variety of backgrounds, points of view and professional experience.

In keeping with our commitment, our Corporate Governance Guidelines require that if we use a third-party search firm to identify external candidates for a board vacancy, the firm is asked to make its best effort to include a diverse slate of qualified candidates in the initial pool it presents. The Nominating and Governance Committee also makes its best effort to include such candidates in the pool of director nominees.

### 2023 BOARD MAKEUP AT A GLANCE

78%

**INDEPENDENT  
BOARD MEMBERS**  
(2022: 75%)

44%

**IDENTIFYING AS FEMALE  
OR UNDERREPRESENTED**  
(2022: 37.5%)

57%

**INDEPENDENT BOARD MEMBERS  
JOINED IN PAST 5 YEARS**

100%

**INDEPENDENT AUDIT, COMPENSATION,  
AND NOMINATING AND GOVERNANCE  
COMMITTEE MEMBERS**  
(2022: 100%)

# Board Structure

**Our Commitment, Our Progress** ➔

In 2022, we announced our ongoing commitment to maintaining diverse backgrounds and points of view on our board. In 2023, we continued to uphold our commitment as we elected a new director.

**2023 HIGHLIGHTS**

**New board member, Jana L. Barsten**

Robert Half’s board of directors appointed Jana L. Barsten to serve as a director, effective December 15, 2023. She brings 37 years of experience in public accounting, with a focus on internet, software and service industries.



**Fortune’s 2023 Modern Board 25 list**

Robert Half was included in Fortune’s Modern Board 25 list, which recognizes the most innovative boards of directors among S&P 500 companies.



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; Marc H. Morial; Jana L. Barsten



# Ethics and Integrity

**Ethics and integrity are central to our culture, people, policies and procedures. This has been true since Bob Half — an early advocate for inclusive employment practices — founded the company in 1948. Since that time, our employees have continued to uphold Robert Half’s founding principles throughout our global operations.**

Our culture of integrity is underpinned by our corporate compliance and ethics program. This program is under the direction of our general counsel, who is also designated as the corporate compliance officer and reports to our board on ethical, legal and regulatory compliance issues, including compliance-related investigations.

As part of this program, we provide employees with annual online training. Our [Code of Business Conduct and Ethics](#) (the “Code”) sets out our expectations for all company employees. Additionally, we make available to all employees, clients, candidates and suppliers our [Ethics and Compliance Online Reporting Tool](#), an independent hotline for reporting potential violations of the Code.

Additional information on our hotline reporting tool, as well as a copy of our Code, is available on [our website](#). For more information on our corporate compliance and ethics program, please see our most recent proxy statement, available at [www.roberthalf.com/14aFilings](#).

## Our Commitment, Our Progress —>

In 2022, we announced our ongoing commitment to provide all employees with relevant and informative training across compliance, information security, privacy, ethics, anti-discrimination and anti-harassment topics, and for all employees to complete this training. In 2023, we achieved a 94.5% completion rate across all required compliance training courses. Our 2023 highlights illustrate additional progress in this area.



Employees gather at a client event hosted in Germany.

## 2023 HIGHLIGHTS

### New courses for employees in select roles

We introduced new courses for employees in roles with exposure to potential conflicts of interest. The first, “Insider Trading and Trading Window FAQs,” provides guidance regarding restrictions on trading Robert Half securities, as well as our [Policy on Compliance with Securities Laws](#). The second, “Conflicts of Interest,” educates employees with procurement-related responsibilities on applicable laws.

### Robert Half’s first Human Rights Impact Assessment

We conducted our first Human Rights Impact Assessment, an analysis of how our business activities impact the rights of workers, community members, clients and other stakeholders. The results will inform and guide our strategies and initiatives going forward.

### Expanded Code of Business Conduct and Ethics training for all employees

Every Robert Half employee receives online training on our Code upon onboarding and annually thereafter. This year, we added a new module on human trafficking to increase awareness on this topic.

# Maintaining Trust Through IT Security and Data Protection

The security, confidentiality and integrity of data we collect is a priority for our business.

Our senior vice president and global privacy officer leads our privacy and data security teams. The company's cybersecurity strategy and risk management is overseen by the board and the Audit Committee and is implemented and managed by the company's Enterprise Information Security Steering Committee, a cross-functional team of senior executives. The committee is chaired by the chief information security officer, who reports to our senior vice president and global privacy officer.

In addition to internal oversight, we engage independent third parties and specialists to conduct periodic reviews of our security program and controls and to perform assessments every year.

The proper safekeeping and use of data is a point of emphasis for and fundamental to our business. Our Global Data Privacy team oversees all policies and procedures relating to data privacy.

### Employee Education

Our people are our first line of defense against today's sophisticated cyber threats. We provide all employees with annual information security and data privacy training.

#### Our Commitment, Our Progress →

In 2022, we announced our ongoing commitment to and goal of maintaining transparent privacy policies and practices and a continued evolution of our security posture. Annually, we provide all employees with training courses across compliance, information security, ethics, anti-discrimination and anti-harassment. In 2023, we had a 94.5% completion rate across all required compliance training courses.

#### 2023 HIGHLIGHTS

### Updated policies and standards

Our data privacy and cybersecurity policies and standards are regularly reviewed and updated to meet today's challenges and align with best practices. In 2023, we updated our [cyber security governance statement](#), which outlines security measures designed to protect our stakeholders and their data. We also updated many of our privacy policies as needed across North America, South America, the European Union, United Kingdom, United Arab Emirates and the Asia-Pacific region. These policies describe how we may use and disclose information collected from users and viewers of our owned-and-operated websites.

### Updates following the Act on Federal Data Protection

In September 2023, the Swiss Parliament enacted the Act on Federal Data Protection, aligning data protection rights in Switzerland more closely with the European Union's General Data Protection Regulation. In response, we updated all relevant contracts and privacy processes. We also created a new, bespoke data privacy training for our employees in Switzerland.

### SOC 2 Type II and expansion of ISO 27001

In 2023, we continued to successfully pass third-party audits of our security controls addressing information security risks with our annual SOC 2 Type II global certification and our ISO 27001 certifications across the European Union, Asia-Pacific region and North America. In addition, we continued to further expand the scope and coverage of our ISO certifications around the world. For details, see [page 38](#).

# SPOTLIGHT: Protiviti Client Services in Cybersecurity

For over two decades, Protiviti has helped companies tackle cybersecurity challenges and protect their information and systems. As the digital world becomes more complex and the risk of security breaches and cyberattacks increases, we continue to help businesses build and maintain leading cybersecurity and data privacy programs.



Employees and interns collaborate on an activity during Protiviti's Intern Challenge.

Using a multi-pronged approach — consulting, managed solutions and resource augmentation — our process starts with an understanding of the current state and maturity of a company's cybersecurity defenses. We then recommend, or in some cases implement, technologies and practices designed to keep data safe, enhance technology resilience and unlock business value. This includes assisting companies with meeting legal requirements, managing risks from outside partners and responding quickly to any security incidents.

We believe our extensive experience enables us to help create a safer and more responsible digital world. To make it easier for businesses and their teams to stay informed and prepared, we produce thought leadership resources, including white papers, flash reports and blog posts to share insights and best practices in cybersecurity.

A sampling of our thought leadership released in 2023:  
[SEC Cybersecurity Disclosure Enhancements: Efforts to Boost Investor Confidence](#) →

[New White House Cybersecurity Strategy Creates Additional Concerns for Businesses](#) →

[ISO 27001: 2022 — Key Changes and Approaches to Transition](#) →

[How Data Sovereignty and Data Localization Impact Your Privacy Programs](#) →

[Achieving Diversity's Benefits in Cybersecurity](#) →

[Building a Successful Data Protection Program](#) →





# Our People

We believe talent attraction, retention, engagement and well-being are deeply intertwined. We are committed to supporting the diversity of our workforce and fostering an inclusive workplace that creates a sense of belonging for our people.

## IN THIS SECTION

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

# Diverse Workforce and Inclusive Workplace

At Robert Half, we strive to cultivate a workplace that is inclusive and welcoming to all. We believe this leads to outstanding outcomes for our people, our clients, our candidates, our business and our communities. Our approach to diversity, equity and inclusion (DEI) is anchored to our values, which are at the core of all our programs, policies and initiatives.

### Our Commitment, Our Progress —>

At Robert Half, we remain committed to creating an inclusive culture where employees feel a strong sense of belonging. We seek to hire from a slate of qualified candidates, tapping into diverse recruiting channels. These hires are supported by a culture of inclusion driven by active leadership and sponsorship.

We will continue to implement strategies designed to develop and advance talent with diverse backgrounds, experience and skills into management and higher roles, which include senior officers, senior managers and managers who supervise teams.

### 2023 HIGHLIGHTS

#### Robert Half and Protiviti reports

Robert Half and Protiviti published A Shared Journey to Inclusivity and Protiviti DEI Journey, respectively. These resources chronicle our progress in building and maintaining a culture of inclusion and belonging.

#### Alliance partners

By engaging with our alliance partners, we invest in workforce development and build relationships with networks across intersectional identities. Alliance events create opportunities for recruitment, networking, professional development, community building and philanthropic support. Our alliance champions participate with the local chapters of our national alliances, serving on their local boards and planning as well as participating in local activities.

#### Learning programs

We launched learning programs that focus on building inclusive behaviors and skills. Our learning journeys cover topics such as allyship, psychological safety and unconscious bias. These programs are multidimensional and help build our employees’ leadership skills and strategies for inclusive actions.

#### Expanding our global impact

In 2023, Protiviti was listed as a Global Inclusion Index Company and was also listed on eight individual country lists, including Australia, China, Germany, India, Italy, Japan, the UK and the U.S.



325+

Local and national alliance events

113

Enterprise alliance champions across North America



Employees gather onstage to accept the 2023 ERG Impact Award with Ascend's former president.





# Diverse Workforce and Inclusive Workplace

## Employee Network Groups (ENGs)

Our ENGs unite our employees with common interests and backgrounds across the globe to share experiences, interests and goals that foster a supportive and inclusive workplace. With support from senior leaders and executive sponsors, these grassroots groups organize and promote inclusive programming and events. Our ENGs aim to foster an environment in which every person, irrespective of their unique identity, can prosper and contribute to our collective success. They are essential to driving inclusion efforts and providing safe spaces of connection and belonging.

In 2023, we experienced record growth of and participation in our ENGs. ENGs offer more than just networking opportunities; they create avenues for employee development, enable participation in community outreach efforts, contribute to our recruitment strategies, boost engagement across the organization, and provide a platform for sharing learning experiences with all employees.

## Enhancing and expanding our ENGs in 2023:

- ✓ 30% of our employees across our global offices were involved in ENGs.
- ✓ We added seven new global ENG chapters in five different countries throughout Asia-Pacific and Europe.
- ✓ In North America, we launched groups for employees with apparent and non-apparent disabilities and their allies, promoting opportunities for disability inclusion and intersectionality.
- ✓ Protiviti established a recruiting program in the United States, ENG Connect, which provides prospective employees with the chance to better understand our ENGs and our core value of inclusion.

## 2023 ENG BY THE NUMBERS

17  
ENGs

17  
COUNTRIES

319  
ENG-SPONSORED  
EVENTS



Employees meet up at a Season of Service volunteer event in Washington, D.C.



# SPOTLIGHT: Empowering Women Globally

**Robert Half is committed to gender inclusivity across our workforce. We focus on empowering women globally through developing skills, building business relationships and identifying opportunities for career growth. We're committed to recruiting, retaining, engaging and advancing women. From our inclusive benefits to our robust learning experiences, we ensure that women across our enterprise are well-supported to achieve career success.**

Our gender-focused ENGs — Robert Half's GWEN, and Protiviti's iGROWW and GET IT — epitomize this commitment. Collectively, these ENGs focus on empowering women and their allies, championing their perspectives and creating networks, community and growth opportunities. GWEN, iGROWW and GET IT also collaborate annually on month-long programming in March, in honor of International Women's Day and Women's History Month.



The Robert Half **Global Women's Employee Network (GWEN)** offers a platform for employees who identify as women and their allies to share insights and encourage personal and professional growth.



Protiviti's **Initiative for Growth and Retention of Women in the Workplace (iGROWW)**, with its Groww with Us Mentoring Program, creates mentorship opportunities and enhances community engagement.



Protiviti's **Gender Equality in Technology and IT (GET IT)** engages women-identifying employees and their allies to focus on promoting a culture of inclusion and support to address the unique challenges faced by women-identifying people in the technology and IT sectors.

# Talent Attraction, Retention and Development

People are at the center of our success — and we recognize our responsibility to equip, engage and empower our people to flourish in their roles and launch long-term career trajectories with us.

Our initiatives focus on recruiting and onboarding, benefits and compensation, career development, performance program transparency and more — all designed to enhance the employee experience. As a result, Robert Half is able to retain talented employees for years — even decades.

Our Commitment, Our Progress —>

In 2022, we shared our ongoing commitment to provide opportunities for professional development to all employees and candidates so they can be successful while building fulfilling careers. In 2023, we introduced and expanded offerings to help connect our people with the tools and resources they need to pursue and meet their goals.

2023 HIGHLIGHTS

Leadership mentoring

Our talent solutions business’s Leadership Exchange Mentoring Program connects employees who manage teams with one another to share perspectives and help transition to the next stages of their careers. More than 3,500 employees worldwide have completed the 12-week program since it began in 2015.

At Protiviti, the Amplify sponsorship program aims to accelerate the careers of high-potential employees at the leadership level. This 18-month individualized program allows participants to gain new skills and experiences and receive one-on-one coaching and support from key leaders and sponsors.

Employee resources

In 2023, Robert Half full-time engagement professionals transitioned to LINK, an intranet system that provides annual career discussions, engagement preparation and best practices.

Employee well-being

Our global well-being challenges focus on employee health, networking and fun. Over 3,000 employees participated in our 2023 walking challenges, which raised over \$30,000 for charity. Additionally, we implemented employee well-being community platforms where employees share, post and view content that supports well-being and furthers connections between colleagues.



“We have been recognized time and again as a great place to work and I’m thrilled that through our Employee Commitment Proposition, we’re defining what it is about the employee experience that makes Robert Half a place where people want to come to work every day.”

LYNNE SMITH  
Senior Vice President of Global Human Resources

# Talent Engagement and Well-Being

We believe in setting our people up for success and creating opportunities where individuals and teams thrive. We make this possible by offering resources, time and support for personal and professional development.

Employee engagement is crucial for improving our company culture, holding ourselves accountable and connecting with our people. Through annual engagement surveys, we gather feedback on topics such as career growth, resources, training, inclusion, recognition and innovation. The results, shared companywide, help us prioritize and develop new programs.



## Our Commitment, Our Progress →

In 2022, we committed to maintaining 85% or higher employee engagement. In 2023, we exceeded this goal, with enterprise employee engagement at 92%. To quantify employee engagement, we look at the percentage of employees responding favorably to the question “Robert Half/Protiviti is a great place to work” in surveys administered by Great Place to Work®. Favorability is calculated as a response of 4 or a 5 on a 5-point scale.

## 2023 HIGHLIGHTS: EMPLOYEE SURVEY RESULTS



### WHAT WE HEARD

Employees have trust in their leaders and enjoy the work culture at Robert Half.

### HOW WE RESPONDED

- ✓ We continued to support remote and hybrid work models by leveraging our flexible work philosophy and implementing best practices that optimize employee success.
- ✓ Globally, we convened town halls where leaders across the enterprise provided updates on the business and responded to employee questions.
- ✓ Robert Half’s Employee Commitment Proposition and Protiviti’s People Promises continue to define what employees can expect from their workplace and how we prioritize their well-being, careers and connections.



# Talent Engagement and Well-Being

## 2023 HIGHLIGHTS: EMPLOYEE SURVEY RESULTS



### WHAT WE HEARD

Employees value ongoing efforts toward creating a culture of belonging.

### HOW WE RESPONDED

- ✓ We conducted self-assessments, participated in webinars and hosted internal keynote presentations and discussions geared toward creating a more inclusive and equitable experience for our company, employees, clients and candidates.
- ✓ We launched an audio name pronunciation tool to help promote an inclusive culture of belonging.
- ✓ To better understand employee survey results, we have formed listening groups in many of our offices to discuss the results of our surveys and select areas of action.



### WHAT WE HEARD

Employees welcome continued opportunities for recognition and engagement.

### HOW WE RESPONDED

- ✓ Our talent solutions business revamped its Employee Voice toolkit to help managers discuss results with their teams and address their feedback.
- ✓ On Protiviti's employee recognition platform, 6,008 messages were sent to 2,826 team members. These interactions on the platform show that our employees appreciate and value their colleagues' contributions and form the foundation for a culture of recognition.
- ✓ We continue to expand ways to recognize our global employees through our annual Excellence Awards and RHight On Quarterly Awards, which recognize exceptional Corporate Services and Operational Support employees.



### WHAT WE HEARD

Employees want more learning opportunities and resources to support their career goals.

### HOW WE RESPONDED

- ✓ In May 2023, Protiviti hosted a Global Immersion Training, a series of interactive, in-person workshops to introduce our new strategy to fuel growth and success. Protiviti employees participated in the training at a 95% rate.
- ✓ Robert Half unveiled programs to support employees' careers, including group training workshops to foster collaborative learning, coaching and career conversation guides, and a new careers site on our intranet.
- ✓ We updated our training approach to include local peer learning, leadership and in-person technical training opportunities across our global offices. We also designed new training and resource libraries to support current market trends and drive growth.



# Our Communities, Clients and Partners

Our impact extends beyond providing talent solutions and business consulting to our clients. Through the use of technology and innovation, we aim to mold the future of work for our candidates and employees. We also contribute to the communities where we live and work and seek suppliers whose practices align with our values.

## IN THIS SECTION

[Emerging Technology and Innovation >](#)[Community Investment >](#)[Supplier Inclusion >](#)

# Emerging Technology and Innovation

Robert Half has been at the forefront of innovation in the staffing industry since our founding. Our dedication to our customers drives us to constantly adopt new technologies and reinvent our processes, tools and services.

### Our Commitment, Our Progress —>

Our ongoing commitment is to keep innovating and embracing new technology. In 2022, we committed to upholding human rights across the business, including in our use of technology and innovation. In 2023, we conducted our first Human Rights Impact Assessment to help guide us in this effort (for more information, see [page 12](#)).

### 2023 HIGHLIGHTS

#### Upgrades to AI-Driven Proprietary Matching Capability

We improved the accuracy of our matching algorithms by incorporating proprietary large language model embeddings in our engines. Additionally, we now utilize Generative AI to add context and reduce the ambiguity of important attributes in job descriptions.

#### AI-enabled front office and business development systems

We have integrated Generative AI functionality into our front office system, enhancing the productivity of our employees while safeguarding confidential data. Additionally, business development AI provides our talent solutions professionals with a streamlined system.

#### Automations in candidate onboarding

We implemented an automated candidate agreement that supports us with legal compliance in North America and Europe. This further mitigates risk, enhances our data quality, improves our candidate experience and enables seamless employee initiation and completion of candidate onboarding for faster placements.



Protiviti's Intern Challenge includes workshops for conversation and collaboration.



# Emerging Technology and Innovation



## Protiviti Innovation, Education and Client Engagement

We challenge our teams to think outside the box as they determine the best solutions for our clients and our business. We aim to scale our Global Innovation Program, grow world-class ecosystem partnerships and drive next-gen digital capacity. As AI gained momentum, we sought opportunities to leverage it to help our clients solve their most pressing business challenges.

We developed a proprietary methodology for creating an effective AI deployment strategy. We also adopted Generative AI Rapid Proof of Concept, a rapid prototyping process enabling deployment of Generative AI at scale. We're also utilizing Generative AI Roadmap, a process for defining focused objectives for Generative AI and large language model applications, and selecting the most valuable opportunities to pilot. Our teams are also working to assess how AI can be applied to develop predictive maintenance and operations-related solutions.

Learn more about Protiviti's innovation services [here](#).

## Protiviti's innovative workforce

Innovation begins with our people — we work to equip our teams with the latest skills and resources through access to cutting-edge technology and training. In 2023, 104 employees graduated from the iNN program, a residency where selected employees learn to develop and use leading-edge tools and techniques while engaging in real-life problem solving.

### 2023 PROTIVITI PROGRESS BY THE NUMBERS

73%

#### EMPLOYEES

Trained in Agile methodologies to date

550+

#### EMPLOYEES

with Agile certification

83%

#### EMPLOYEES

Participated in AI immersion training

470+

#### EMPLOYEES

Certified design thinking practitioners and facilitators

1,300

#### EMPLOYEES

Participated in 15 innovation challenges, generating 300+ ideas

75%

of employees trained in design thinking

# Community Investment

As a company of around 15,000 people with more than 400 locations around the globe, Robert Half strives to create positive change in communities around the world.

We offer volunteer, mentorship, philanthropy and community collaboration opportunities for our employees. Through initiatives such as gift matching, quarterly campaigns, disaster relief and volunteer events, our service spans year-round.

For more information on our community impact programs, see our [website](#).

## Our Commitment, Our Progress —>

In 2022, we committed to increasing the percentage of employees volunteering or donating to causes important to them, either through company-sponsored activities or personal philanthropic interests and activities. In 2023, we achieved this goal, working across our enterprise to more than double the total number of volunteer hours compared with 2022.

### 2023 HIGHLIGHTS

#### Matching Gifts and Volunteer Hours Program

Robert Half encourages employees to volunteer and fundraise for causes they are passionate about. We are committed to matching their donations and the value of their volunteer hours up to \$1,500 annually for both part-time and full-time staff, plus an additional \$500 annually for select U.S.-based partners. In addition, we offer opportunities to donate and volunteer during our four annual seasonal campaigns: Season of Mentoring, Season of Service, Season of Community Impact and Season of Holiday Giving. Last year, we broadened the impact of these campaigns by expanding them to all global offices.

Our enterprise Happy Hours and Protiviti's Dollars for Doers programs award employees who volunteer by donating \$15 to a nonprofit for every hour they volunteer. We achieved our goal of increasing the percentage of employees volunteering or donating to causes important to them through outreach campaigns empowering employees to amplify their community service impact.



Employees volunteer at a farm near Minneapolis for World Cleanup Day.

74,500+

VOLUNTEER HOURS

\$7.1M

TOTAL COMMUNITY INVESTMENT IN 2023,  
INCLUDING CASH DONATIONS, VALUE OF  
TIME VOLUNTEERED AND IN-KIND GIVING

2,500+

TOTAL NONPROFITS  
BENEFITED

# Community Investment

2023 HIGHLIGHTS (continued)

Protiviti’s i on Hunger program

As part of iCare — Protiviti’s strategic initiative focused on serving our communities — i on Hunger is a global service program that provides food to those in need and has connected more than 250 partners across 21 countries to date. In 2023, i on Hunger hosted over 100 events, including food drives, meal-packing events, meal preparation and serving. More than 1 million meals were delivered in 2023. Since the program was founded in 2014, more than 15 million meals have been delivered to those in need.

For the third year in a row, Protiviti partnered with professional golfers and the U.S. Hunger organization on the Birdies for Meals initiative. Through our partnership, Protiviti donated 126,000 meals — 1,000 meals for every birdie made by brand ambassadors Matt Fitzpatrick and Jennifer Kupcho in the 2023 Major Championships.

\$1.6M

COMPANY MATCH OF  
EMPLOYEE DONATIONS  
AND VOLUNTEER HOURS

Supporting organizations that make a difference

We’re proud to have built long-standing relationships with many community partners across key areas such as workforce development, career readiness and disaster relief, including:





# SPOTLIGHT: Supporting Education in Our Communities

Education-based initiatives align with our goal of connecting people to meaningful work and supporting in their long-term success. Community collaboration and investment is at the heart of how we deliver this impact. We work with our clients, alliance partners and others to accelerate our collective progress and extend the reach of our resources.

### Promoting education through scholarship programs

Every year, Robert Half commits to aiding students in need through our scholarship programs. Our impact in 2023 spanned organizations like the National Association of Black Accountants Inc., Association of Latino Professionals for America, New York University, National Merit Scholarship Corporation (NMSC), American Institute of Certified Public Accountants Minority Fund, Minority Corporate Counsel Association (MCCA), CommUnity, Boys and Girls Clubs and the Technology Community for Racial Equality in the UK. In addition, Protiviti sponsors local scholarship programs in Chicago and Atlanta.

Robert Half has sponsored the MCCA Lloyd M. Johnson Jr. Scholarship Program for more than a decade. The program offers tuition assistance to outstanding law school students.



2023 NMSC scholarship recipients Nicholas Chang and Aanya Roy

Each year, Robert Half partners with the National Merit Scholarship Corporation (NMSC) to provide corporate scholarships to two dependents of Robert Half or Protiviti employees. Highly competitive, the National Merit Scholarship honors high school seniors who have an outstanding academic record, are endorsed by the school principal and earn qualifying PSAT scores.

The 2023 scholarship recipients were **Nicholas Chang**, son of Robert Half software engineer Sheila Wang, and **Aanya Roy**, daughter of Protiviti associate director Samar Roy.

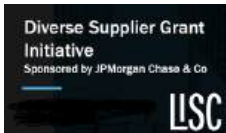
# Supplier Inclusion

We conduct a fair and ethical supplier selection process with all of our vendors, seeking partners who meet our business requirements and align with our values and principles.

### Our Commitment, Our Progress —>

Our U.S. supplier inclusion program remains committed to supporting small, women-, veteran-, service-disabled veteran- and LGBTQIA+-owned businesses as well as business owners with apparent and non-apparent disabilities.

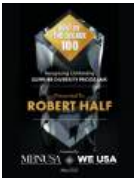
### Alliances



### 2023 Supplier Inclusion Program Accolades



Western Region Minority Supplier Development Council  
**Activator Award**



Minority Business News/Women's Enterprise USA Magazine  
**Best of the Decade**



Women's Business Enterprise National Council  
**Top Corporations for Women's Business Enterprises**

### 2023 HIGHLIGHTS

#### Supplier inclusion program

In 2023, we vetted 129 small and minority-owned suppliers for request for proposal opportunities and spent \$99.7 million with such suppliers in over 40 states.

#### Supplier engagement and accountability

We are committed to providing learning and development resources for our small and minority-owned suppliers. In 2023, 43 businesses attended our “High Impact Communication” webinar, which focused on effective communication techniques, strategies for organizational advancement and understanding different communication objectives.

#### Learning and development highlights:

- ✓ We met with several business owners enrolled in the Veterans in Business Network's Veteran 2 Veteran Cohort and provided hiring and retention trends to bolster their business development strategies.
- ✓ We sponsored the Western Region Minority Supplier Development Council's Business Growth Acceleration Program.
- ✓ We provided mentorship through Salesforce's Black Business Mentorship Program, which provides 25 Black-owned business founders with sponsorship, education and networking opportunities.



# Our Environmental Impact

We are committed to reducing our environmental impact and operating in an environmentally sustainable way.

## IN THIS SECTION

[Sustainable Ecosystem Impact](#) >



Employees volunteer at an American Red Cross event in Menlo Park, Calif.



# Sustainable Ecosystem Impact

We strive to mitigate our environmental impact at all levels of our organization, a commitment which is supported in our [Global Environmental Policy](#). Our [Supplier Code of Conduct](#) extends these expectations to our suppliers.

We are working together across the enterprise to track, report and reduce our greenhouse gas (GHG) emissions. This work includes using energy more efficiently, purchasing more renewable energy, encouraging smart business travel and working with our suppliers to set their own science-based targets. We also promote environmental awareness and community impact among our employees.

## Our Commitment, Our Progress

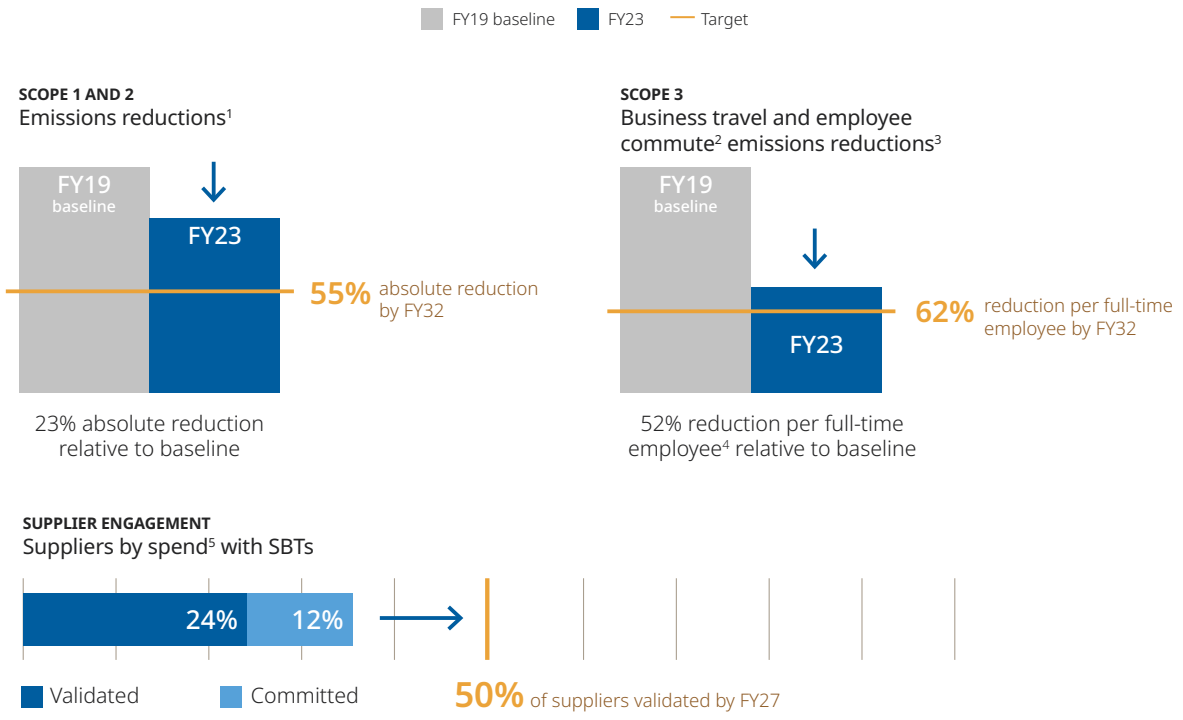
In 2022, we committed to climate action through the development of science-based targets (SBTs). In 2023, we joined thousands of companies who have validated near-term emissions reduction targets with the Science Based Targets initiative (SBTi). Our validated near-term targets, which demonstrate our ongoing commitment to climate action, are as follows:

- ✓ Reduce our absolute Scope 1 and 2 GHG emissions 55% by 2032 from our 2019 baseline year.
- ✓ Reduce our Scope 3 GHG emissions from business travel and employee commuting 62% per full-time employee (FTE) by 2032 from our 2019 baseline year.
- ✓ 50% of our suppliers by spend, covering purchased goods and services, and capital goods, will have SBTs by 2027.

## CLIMATE TARGETS PROGRESS

We are making progress against each of our three SBTs. In FY23, our absolute Scope 1 and 2 emissions were 23% lower than our FY19 base year due to ongoing efforts to right-size our real estate portfolio and to increase our use of clean and renewable electricity sources. Our FY23 combined business travel and employee commute emissions were 52% lower than FY19 on a per FTE basis. While we may continue to experience increases in demand for business travel following the end of COVID-19 restrictions, we also anticipate that changes we made to our operating model during the pandemic will support longer-term travel emissions reductions. For our supply chain emissions arising from our purchase of goods and services, 24% of our suppliers by spend have had targets validated by SBTi, with a further 12% having committed to do so (see [2023 Highlights](#)). We are implementing programs across all of our target areas and will publicly report on our progress annually.

### Progress toward our climate targets



<sup>1</sup>FY19 base year emissions have been updated to apply the same methodology used in our FY23 emissions inventory to estimate energy use where actual data is not available. This methodology utilizes energy intensity factors from the U.S. Commercial Buildings Energy Survey.  
<sup>2</sup>FY19 base year employee commute emissions have been updated to include well-to-tank emissions, consistent with FY23, and as required by SBTi.  
<sup>3</sup>While we voluntarily report work-from-home emissions, these are not included in Science-Based Targets methodology and therefore are not represented in this chart.  
<sup>4</sup>"Full-time employee" in this instance includes both our full-time internal staff and our full-time engagement professionals. While full-time engagement professionals are not typically included in our internal staff figures, we have voluntarily included the full-time engagement professionals in our greenhouse gas inventory and SBTs since they are full-time Robert Half employees.  
<sup>5</sup>Applicable spend covering purchased goods and services, and capital goods.

# Sustainable Ecosystem Impact

## 2023 HIGHLIGHTS

### Enhancing emissions measurement

We have evolved our GHG inventory approach in several ways since we first calculated our emissions for FY19. Over time, we have developed a more complete understanding of our emissions sources and have been able to collect more activity data so that we are less reliant on estimations and can better capture the impact of reduction initiatives. For example, in 2023, we collaborated with landlords across our leased facilities to improve our data collection related to energy, water and waste and to encourage landlords to switch to renewable electricity, resulting in an increase in the square footage covered by metered electricity data from 25% in 2022 to 45% in 2023. We have also refined some of our calculation methodologies, in part to ensure alignment with the requirements of the GHG Protocol and Science Based Targets initiative. Where these changes impact emissions totals by 5% or more, we have updated our FY19 emissions to enable direct comparison of our FY23 emissions with the base year for our SBTi-validated targets. We provide more details of changes to prior year data in our [ESG Data Tables](#) and supporting footnotes.

### Supplier engagement

We incorporated questions related to environmental sustainability into our supplier onboarding survey for North America. These questions help us determine if suppliers meet our environmental goals. We also developed guidance for suppliers who are working to improve in these areas.

### Employee engagement on sustainability

iSustain, Protiviti’s sustainability-focused ENG, hosted learning sessions on environmental topics, engaged employees to volunteer in a citizen-science effort focused on climate change, launched a book club and championed local initiatives through in-person volunteering and awareness events.

### Energy efficiency training

Employees from our European talent solutions teams participated in a new, virtual training course on energy efficiency in the workplace.



Employees in the firm's iSustain program participate in an Earth Day initiative in Charlotte, N.C.



Employees volunteer at Easton Urban Farm in Easton, Pa.

# SPOTLIGHT: Protiviti Environmental Sustainability Client Solutions

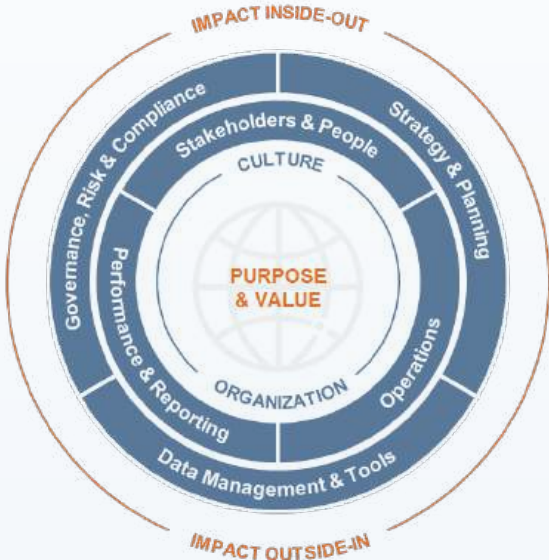
**Environmental sustainability isn’t just important to Robert Half — it’s a top issue for many of the organizations we work with around the world. Sustainability is a continuous journey, presenting new risks and opportunities. There are no out-of-the-box solutions; every company needs a unique and holistic approach to their operations and to measuring and sharing their progress.**

Protiviti’s ESG Solutions team helps companies create, execute and report on sustainability strategies, positioning them for continued, long-term success.

In 2023, Protiviti supported several clients in preparing for the Corporate Sustainability Reporting Directive (CSRD). One of these engagements was with a prominent financial services firm looking to build a roadmap for CSRD compliance across its global network of branches, as well as establish robust frameworks for ESG reporting tailored to meet both present and pending regulatory requirements.

With Protiviti’s guidance, the client firm evaluated over 1,000 potential sustainability data points, identifying and prioritizing actions that hold material significance to the organization and its stakeholders. Engagements like these deepen organizational awareness and enhance clients’ capabilities in material issue identification, data sourcing, quality management and external reporting.

The Protiviti ESG Framework



**Sustainability thought leadership**  
Protiviti’s thought leadership resources assist organizations looking to establish sustainable practices and report their activities to their stakeholders. Examples include:

[Time to Act: SEC Issues Final Climate-Related Disclosure Rules](#) →

[The Impact of Sustainable Operations on Profit and Long-Term Viability](#) →

[Sustainability FAQ Guide: An Introduction](#) →

[Biodiversity Reporting Requirements Have Arrived. Is Your Firm Ready?](#) →

[Governor Signs California Climate Disclosure Requirements: What Companies Need to Know](#) →

[How Insurers Can Prepare for NAIC Climate Risk Disclosure Compliance](#) →



ESG DATA TABLES

About Us

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
ABOUT US				
GRI 2-1a	Legal name of organization	See 2022 response	<a href="#">Robert Half International Inc.</a>	<a href="#">Robert Half Inc.</a>
GRI 2-1b	Nature of ownership and legal form	See 2023 response	See 2023 response	<a href="#">Robert Half Inc. Form 10-K</a>
GRI 2-1c	Location of headquarters	See 2023 response	See 2023 response	<a href="#">Menlo Park, CA</a>
GRI 2-1d	Countries of operations	See 2023 response	See 2023 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 (p. 78, Exhibit 21.1)</a>
GRI 2-2	Entities included in the organization’s sustainability reporting	<a href="#">2021 ESG Report (p. 4)</a>	<a href="#">2022 ESG Report (p. 6)</a>	<a href="#">2023 ESG Report (p. 6, About This Report)</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	Annual cadence as of reporting year FY23: Jan. 1, 2023 - Dec. 31, 2023
GRI 2-3b	Reporting period for financial reporting	Annual, Jan. 1, 2021 - Dec. 31, 2021	Annual, Jan. 1, 2022 - Dec. 31, 2022	Annual, Jan. 1, 2023 - Dec. 31, 2023
GRI 2-3c	Publication date of the report	June 2022	April 2023	April 2024
GRI 2-3d	Contact point for questions about the report or reported information	See 2023 response	See 2023 response	<a href="mailto:investor.relations@roberthalf.com">investor.relations@roberthalf.com</a>
GRI 2-4a	Restatements of information made from previous reporting periods	<a href="#">2021 greenhouse gas emissions changes in the Emissions section of the 2021 ESG Report (p. 61, Emissions)</a>	<a href="#">2022 greenhouse gas emissions changes in the Emissions section of the 2022 ESG Report (p .46, Emissions)</a>	<a href="#">See greenhouse gas emissions changes in the Emissions section of the data tables.</a> <a href="#">See waste changes in the Waste &amp; Water section of the data tables.</a>
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>	<a href="#">Letter of Attestation — GHG Inventory 2023</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>	<a href="#">Robert Half Inc. Form 10-K (p. 1, Item 1. Business)</a>
GRI 2-7	Employees	See 2023 response	See 2023 response	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) Corporate Governance Guidelines</a>	<a href="#">Proxy Statement (pp. 19-20) Corporate Governance Guidelines</a>	<a href="#">Proxy Statement (Nominating and Governance Committee) 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>	<a href="#">Proxy Statement (Board of Directors Leadership Structure)</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>	<a href="#">Proxy Statement (Environmental, Social and Governance, Engaging with Stockholders)</a>

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REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
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>	<a href="#">Proxy Statement (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>	<a href="#">Proxy Statement (Risk Oversight Role, Corporate Compliance and Ethics Program, Audit Committee Risk Oversight, Our Governance)</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>	<a href="#">2023 ESG Report (p. 9, Accountability)</a> <a href="#">Proxy Statement (Our Governance)</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>	<a href="#">Proxy Statement (Director Independence, Risk Oversight Role, Nominating and Governance Committee, Transactions with Related Persons, Policy Regarding Transactions with Related Persons)</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>	<a href="#">Proxy Statement (Director Independence)</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>	<a href="#">Proxy Statement (Proposal 1 - Election of Directors, Board of Directors Leadership Structure)</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>	<a href="#">Proxy Statement (Compensation Risk and Governance, 2023 Director Compensation)</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>	<a href="#">Proxy Statement (Compensation Risk and Governance, 2023 Director Compensation)</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>	<a href="#">Robert Half 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. 45)</a>	<a href="#">Proxy Statement (CEO Pay Ratio)</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>	<a href="#">2023 ESG Report (p. 3, From Our CEO)</a>
GRI 2-23a-c	Policy commitments for responsible business conduct and respect for human rights	See 2023 response	See 2023 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 Inc Corporate Governance Policies</a> <a href="#">Modern Slavery Act Statement - UK</a> <a href="#">Modern Slavery Act Statement - AU</a>

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About Us

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
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 2023 response	See 2023 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, Clawback Policy, Hiring Policy Regarding Outside Auditors, Foreign Corrupt Practices Act Guidelines and Global Anti-Corruption Policy, Policy on Compliance with Securities Laws, and Regulation FD Policy 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 2023 response	See 2023 response	<b><u>Code of Business Conduct and Ethics (p. 1)</u></b>
GRI 2-23f	Describe how the policy commitments are communicated to workers, business partners and other relevant parties	See 2023 response	See 2023 response	The Code of Business Conduct and Ethics is publicly available. Annual training is provided to employees on the Code of Conduct and other policies.
GRI 2-24a	Describe how the organization embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships	See 2023 response	See 2023 response	Robert Half’s base Master Services Agreement requires suppliers comply with our <b><u>Supplier Code of Conduct</u></b> , 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 2023 response	See 2023 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. <b><u>Code of Business Conduct and Ethics (p. 10, sec. 20)</u></b>
GRI 2-26a	Describe the mechanisms for individuals to seek advice and raise concerns	See 2023 response	See 2023 response	<b><u>Code of Business Conduct and Ethics (p. 10, sec. 20)</u></b> <b><u>Robert Half and Protiviti Ethics Compliance Hotline</u></b>
GRI 2-27	Compliance with laws and regulations (Robert Half regards a material instance of noncompliance with laws and regulations as one which resulted in a material fine or required public disclosure in Robert Half’s SEC filings)	Robert Half did not have any material instances of non-compliance with laws and regulations during 2021.	Robert Half did not have any material instances of non-compliance with laws and regulations during 2022.	Robert Half did not have any material instances of non-compliance with laws and regulations during 2023.



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REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
GRI 2-28a	Report industry associations, other membership associations and national or international advocacy organizations in which it participates in a significant role	See 2023 response	See 2023 response	<a href="#">Strategic Alliances and Relationships</a>
GRI 2-29a	Approach to stakeholder engagement	<a href="#">2021 ESG Report (pp. 11, 15)</a>	<a href="#">2022 ESG Report (p. 7)</a>	<a href="#">Our Approach to ESG</a>
GRI 2-30	Collective bargaining	See 2023 response	See 2023 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>	<a href="#">Robert Half Inc. Form 10-K (p. 21, Service Revenues)</a>
	Percent of total revenue: U.S. & International Zone	<a href="#">Robert Half International Inc. Form 10-K (p. 19)</a>	<a href="#">Robert Half International Inc. Form 10-K (p. 19)</a>	<a href="#">Robert Half Inc. Form 10-K (p. 21, Service Revenues)</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>	<a href="#">Robert Half Inc. Form 10-K (p. 29, Consolidated Statement of Operations)</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>	<a href="#">Robert Half Inc. Form 10-K (p. 44, Note K— Income Taxes)</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>	<a href="#">Robert Half Inc. Form 10-K (p. 43, Note H - Goodwill)</a>
MATERIALITY ASSESSMENT				
GRI 3-1	Process to determine material topics	<a href="#">2021 ESG Report (p. 11)</a>	<a href="#">2022 ESG Materiality Assessment</a>	See 2022 response
GRI 3-2	List of material topics	<a href="#">2021 ESG Report (p. 12)</a>	<a href="#">2022 ESG Materiality Assessment</a>	See 2022 response
GRI 3-3	Commitments and management of material topics	<a href="#">2021 ESG Report (p. 11)</a>	<a href="#">2022 ESG Materiality Assessment</a>	<a href="#">2023 ESG Report (p. 7, Materiality)</a>

ESG DATA TABLES

Our Governance

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
ACCOUNTABILITY				
	ESG governance structure and policies	See 2023 response	See 2023 response	<a href="#">ESG at Robert Half   Our Approach   Accountability</a> <a href="#">ESG at Robert Half   Related Policies and Report Archive</a> <a href="#">2023 ESG Report (p. 6, Our Approach to Leading with Integrity)</a>
	Measuring and reporting ESG impact	See 2023 response	See 2023 response	<a href="#">ESG at Robert Half   Our Approach to Reporting</a> <a href="#">2023 ESG Report (p. 6, About This Report)</a>
	Quality management certification	Not applicable	<a href="#">ISO 9001 Certification for Protiviti Italy</a>	See 2022 response
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 2023 response	See 2023 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, and anti-discrimination and anti-harassment	91% <sup>1</sup>	92.4%	94.5%
	Date of last Human Rights Impact Assessment	Not applicable	Not applicable	We completed our first Human Rights Impact Assessment in 2023.
GRI 205-2c	Communication of organization's anti-corruption policy for partners	See 2023 response	See 2023 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>	No known material incidents in 2023. <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>	No known material incidents in 2023. <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, Robert Half 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, Robert Half 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 FY23, Robert Half 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 Inc. Form 10-K (p. 15, Item 3. Legal Proceedings)</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> .	In 2023, 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%.

ESG DATA TABLES

Our Governance

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
BOARD AND 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. 12) 2022 ESG Report (pp. 10-11)</a>	<a href="#">Proxy Statement (Commitment to Board and Executive Diversity, Diverse Workforce and Inclusive Workplace) 2023 ESG Report (p. 10, Board Diversity)</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>	<a href="#">Proxy Statement (The Board and Committees)</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 2023 response	See 2023 response	<a href="#">Robert Half Cybersecurity Governance Statement</a>
SV-PS-230a.2	Policies and practices relating to collection, usage and retention of customer information	See 2023 response	See 2023 response	As a global company, we have privacy policies that are specific to the jurisdictions in which we operate. Our U.S. privacy policies for Robert Half and Protiviti are included below, and our additional international privacy policies are available on our country-specific external websites. <a href="#">Robert Half Privacy Policy (U.S.)</a> <a href="#">Protiviti Privacy Policy (U.S.)</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 specific material data breaches that required disclosure in our SEC filings in 2022. <a href="#">Please refer to our SEC filings</a>	There were no specific material data breaches that required disclosure in our SEC filings in 2023. <a href="#">Robert Half Inc. Form 10-K (p. 14, Cybersecurity Risks)</a>
	Certifications (including ISO 27001 and SOC 2 Type 2)	Not reported in 2021	<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></ul> All certifications have restricted distributions to clients/prospects under non-disclosure agreement.	<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></ul> All certifications have restricted distributions to clients/prospects under non-disclosure agreement.



ESG DATA TABLES

Our People

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
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  <b><u>Robert Half International Inc. Form 10-K (p. 3)</u></b>	16,300 full-time internal staff, placed 164,000 engagement professionals on assignment with clients  <b><u>Robert Half International Inc. Form 10-K (p. 4)</u></b>	Approximately 15,000 full-time internal staff, including approximately 7,000 employees engaged directly in Protiviti operations as of Dec. 31, 2023.  In addition, the Company placed approximately 125,000 engagement professionals (which includes full-time engagement professionals) on assignments with clients during 2023.  <b><u>Robert Half Inc. Form 10-K (p. 4, Human Capital Management)</u></b>
SV-PS-330a.1 GRI 2-7	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	69.0% U.S. 31.0% 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>	Female: 53.5% Male: 45.8% Unspecified: 0.7%
	Total U.S. representation of racial and ethnic diversity (Individuals from historically underrepresented groups in our U.S. internal workforce)	Detail by ethnicity groups reported separately in 2021	Detail by ethnicity groups reported separately in 2022	33.8%
	By ethnicity (U.S. only)	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%	White: 66.2% Asian/Pacific Islander: 15.3% Hispanic/Latinx: 8.9% Black/African American: 6.6% Other: 3.0%
	By gender and ethnicity (U.S. only)	<b><u>EEO-1 Report</u></b>	<b><u>EEO-1 Report</u></b>	<b><u>EEO-1 Report</u></b>
SASB SV-PS-330a.1	Total employees in executive management/senior leadership (executive management) <i>(Defined as all Officer, SVP and VP level roles across Robert Half and Protiviti, aligning to EEOC codes 1.1 and 1.2)<sup>1</sup></i>			
	By gender (global)	Female: 24.5% Male: 73.9% <sup>2</sup>	Female: 25.6% Male: 73.0% Unspecified: 1.4% <sup>3</sup>	Female: 27.5% Male: 71.2% Unspecified: 1.3%

<sup>1</sup>Figures include full-time, internal 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.

ESG DATA TABLES

Our People

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
	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%	White: 86.3% Asian/Pacific Islander: 7.6% Hispanic/Latinx: 3.1% Black/African American: 1.3% Other: 1.6%
	By gender and ethnicity (U.S. only)	<u>EEO-1 Report</u>	<u>EEO-1 Report</u>	<u>EEO-1 Report</u>
	Women in senior leadership (Calculated per Bloomberg Gender Equality Index's disclosure definition of women in a VP role or higher and two steps away from CEO at fiscal year-end)	Not reported	47.1%	47.4%
SASB SV-PS-330a.1	<b>Total leaders and managers</b> <i>(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.)</i> <sup>1</sup>			
	By gender (global)	Female: 46.6% Male: 52.4% <sup>2</sup>	Female: 47.1% Male: 52.2% Unspecified: 0.7% <sup>3</sup>	Female: 47.6% Male: 51.6% Unspecified: 0.7%
	By ethnicity (U.S. only)	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%	White: 72.5% Asian/Pacific Islander: 13.0% Hispanic/Latinx: 7.1% Black/African American: 4.9% Other: 2.5%
	By gender and ethnicity (U.S. only)	<u>EEO-1 Report</u>	<u>EEO-1 Report</u>	<u>EEO-1 Report</u>
	Women in non-managerial positions (Calculated per Bloomberg Gender Equality Index's disclosure definition for "percentage of women in non-managerial roles of total non-managerial positions at fiscal year-end." This refers to "women who work directly on a team as an individual contributor and have no responsibility as a manager to others.")	Not Reported	58.9%	57.8%

<sup>1</sup>Figures include full-time, internal 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.

ESG DATA TABLES

Our People

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
	% of women in IT/engineering globally (Calculated to include women in IT and engineering globally across the enterprise)	Not reported	Total: 36.1%	Robert Half: 42.5% Protiviti: 34.7% Total: 36.8%
	Total promotions (global) (Calculated to only include one promotion per person per year and only including people employed by the enterprise at year-end)	Not reported	Not reported	2,703
	% of women total promotions (global) (Calculated to only include one promotion per person per year and only including people employed by the enterprise at year-end)	Not reported	56.9%	51.4%
	% of total promotions by ethnicity (U.S.) (Calculated to only include one promotion per person per year and only including people employed by the enterprise at year-end)	Not reported	Not reported	White: 63.9% Asian/Pacific Islander: 18.5% Hispanic/Latinx: 9.2% Black/African American: 5.6% Other: 2.7%
	Most recently filed EEO-1 report	<u>EEO-1 Report</u>	<u>EEO-1 Report</u>	<u>EEO-1 Report</u>
	Back-up family care services or subsidies through the company	Not reported	Robert Half offers back-up family and elder care services to employees In the U.S., Canada, and UK. These employees represent approximately 77% of our global internal workforce.	Robert Half offers back-up child and elder care services to employees in the U.S., Canada, and UK. These employees represent approximately 76% our global internal workforce.
	Unconscious bias training	See 2023 response	See 2023 response	Robert Half addresses gender bias and gender stereotyping in our annual global compliance training for all employees. Additionally, Robert Half offers comprehensive unconscious bias training globally to all employees through self-service training materials and our new hire training program. Training materials are available in six different languages for employees around the globe.
	Diversity, equity and inclusion policies	See 2023 response	See 2023 response	<u>Enterprise EEO Policy</u> <u>Code of Business Conduct and Ethics—including Policy Against Discrimination and Harassment</u> <u>Global Human Rights Policy—including provisions on diversity and inclusion</u>



ESG DATA TABLES

Our People

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
	Gender Pay Gap Report	<a href="#">Robert Half UK Gender Pay Gap Report</a>	<a href="#">Robert Half UK Gender Pay Gap Report</a> <a href="#">Protiviti UK Gender Pay Gap Report</a>	<a href="#">Robert Half Australia Gender Pay Gap Report</a> <a href="#">Protiviti Australia Gender Pay Gap Report</a> <a href="#">Robert Half UK Gender Pay Gap Report</a> <a href="#">Protiviti UK Gender Pay Gap Report</a>
TALENT ATTRACTION, RETENTION AND DEVELOPMENT				
GRI 404-1	Hours of completed training for full-time, internal employees	317,412	417,744	344,136 <sup>1</sup>
	Average annual training and development hours per full-time, internal employee	Not reported	Not reported	19.2
	Hours of completed training for contract talent and full-time engagement professionals	Not reported	42,756	24,340
	Total investment in employee development	Not reported	Not reported	\$1.34 million
	Total percent of contract talent and full-time engagement professionals who have access to our training platforms	See 2023 response	See 2023 response	100% of contract talent and full-time engagement professionals have access to our trainings.
	Employees who completed training across ESG topics	Not applicable in 2021	70.1% of Protiviti employees completed ESG training.	74.6% of Protiviti employees have 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)</a>	<a href="#">2023 ESG Report (p. 19, Talent Attraction, Retention and Development)</a>
GRI 404-3	Percent of employees receiving regular performance and career development reviews	See 2023 response	See 2023 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 conversations and reviews.
	Education reimbursement program	See 2023 response	See 2023 response	Education reimbursement options are available as part of benefit packages for Robert Half and Protiviti employees in North America for 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.

<sup>1</sup>Based on introduction of technology training tools and on-the-job learning opportunities, we have gained training efficiencies that do not require formal training or recording of training hours.

ESG DATA TABLES

Our People

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
TALENT ENGAGEMENT AND WELL-BEING				
SV-PS-330a.3	Employee engagement as a percentage	85% <sup>1</sup>	94% <sup>2</sup>	92% <sup>2</sup>
GRI 201-3	Defined benefit plan obligations and other retirement plans (U.S.)	<u>Robert Half International Inc. Form 10-K (p. 4)</u>	<u>Robert Half International Inc. Form 10-K (p. 5)</u>	<u>Robert Half Inc. Form 10-K (p. 5, Compensation, Benefits and Well-Being)</u>
GRI 401-2	Benefits offered to full-time employees, temporary, part-time and/or contract talent	See 2023 response	See 2023 response	<u>Robert Half Employee Benefits</u> <u>Robert Half Contract Talent Benefits</u> <u>Protiviti Benefits and Well-Being</u>
	Minimum number of paid sick leave days for exempt, full-time internal employees (U.S.)	Not reported	Not reported	Internal employees working 20 or more hours per week are offered paid time off (PTO) to be used for vacation, sick leave, and/or personal business. The minimum amount of PTO that can be used for sick leave offered to a new hire working 20 or more hours per week is 136 hours per year. Part-time employees working 20 or less hours per week that live in states where sick leave is mandatory, are offered sick leave.
	Minimum number of paid time off days (PTO) for exempt, full-time internal employees (U.S.)	Not reported	Not reported	Robert Half: 17 days Protiviti: 20 days
GRI 403-1	Occupational health and safety management system	See 2023 response	See 2023 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	Internal: 9 Contract/Temporary: 144
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	Internal: 5 Contract/Temporary: 70
GRI 403-9	Total number of work-related fatalities (U.S. internal employees and contract/temporary talent)	Internal: 0	Internal: 0 Contract/Temporary: 0	Internal: 0 Contract/Temporary: 0
GRI 404-3	Total recordable incidence rate (TRIR) (U.S. internal employees and contract/temporary talent)	Internal: 0.16	Internal: 0.06 Contract/Temporary: 0.56	Internal: 0.08 Contract/Temporary: 0.54
GRI 404-3	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	Internal: 0.04 Contract/Temporary: 0.26

<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.

<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®. Favorability is calculated by employees responding to a 4 or a 5 on a 5 point scale.

ESG DATA TABLES

Our Communities, Clients and Partners

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
COMMUNITY INVESTMENT				
	Corporate philanthropic guidelines	See 2023 response	See 2023 response	<b><u>Robert Half Community Outreach</u></b>
	Matching Gifts program	See 2023 response	See 2023 response	Every year, each part- and full-time internal employee can have their donations and volunteer hours matched up to \$1,500, plus an additional \$500 annually for select U.S.-based partners.
	Total employee volunteer hours	22,971	33,259	74,678
	— Total employee volunteer hours per employee	Not reported	Not reported	5.0
	— Total employee volunteer hours completed during the workday and included in total community investment disclosure	8,528	11,624	25,110
	Company match of volunteer hours and employee donations	Not reported	Not reported	\$1.65 million
	— Total donation match for volunteer hours from our Dollars for Doers and Happy Hour programs	Not reported	Not reported	\$780,585
	— Total donations to match employee contributions through our Matching Gifts program	Not reported	Not reported	\$868,467
	Total community investment, including cash donations, value of time volunteered and in-kind giving	\$5.96 million	\$7.06 million	\$7.14 million
	Total non-profits benefited	Not reported	Not reported	2,593
SUPPLIER DIVERSITY AND INCLUSION (AND PROCUREMENT PRACTICES)				
	Supplier social and environmental policies and governance	See 2023 response	See 2023 response	Robert Half’s North American and European suppliers are subject to the following: <b><u>Supplier Code of Conduct</u></b> <b><u>Global Environmental Policy</u></b> <b><u>Global Human Rights Policy</u></b>
<b>GRI 414-1</b> <b>GRI 308-1</b>	Percentage of new Procurement-managed suppliers screened using environmental and social criteria in each given year (North America only) <sup>1</sup>	Not reported	100%	100%
<b>GRI 414-1</b> <b>GRI 308-1</b>	Percentage of Procurement-managed suppliers screened using environmental and social criteria (North America only) <sup>2</sup>	16.4%	27.6%	40.0%
<b>GRI 305-5</b>	SBT: 50% of our suppliers by spend, covering purchased goods and services, and capital goods, will have SBTs by 2027	Not applicable in 2021 as target was not yet set or validated at the time of reporting	Not applicable in 2022 as target was not yet validated at the time of reporting	24% of suppliers by spend have validated SBTs and 12% of suppliers by spend are committed to setting SBTs
	Supplier diversity program (U.S.)	See 2023 response	See 2023 response	<b><u>Supplier Relations   Robert Half</u></b>

<sup>1</sup>This is a new metric that was added for 2023, with detail for 2022 retrospectively included.  
<sup>2</sup>In 2023, we revised this metric to reflect all managed and contracted suppliers that would fall within our central procurement process for North America. The figures for 2022 and 2021 were updated to reflect this change.

ESG DATA TABLES

Our Communities, Clients and Partners

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
	Total suppliers participating in supplier diversity program (U.S.)	793	597	446
	Total hires by diverse suppliers to support Robert Half (U.S.)	116	359	107
	Total addressable spend supporting diverse businesses (U.S.) <sup>1</sup>	41.9% overall small and diverse businesses	36.9% overall small and diverse businesses	32.6% overall small and diverse businesses
	Total addressable spend supporting diverse businesses by sub-categories (U.S.) <sup>2</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 36.1% small businesses 16.2% minority-owned businesses 7.1% women-owned businesses 0.1% LGBTQ+-owned businesses 0.7% veteran-owned businesses	20.9% overall exclusive diverse businesses 31.5% small businesses 13.3% minority-owned businesses 6.7% women-owned businesses 0.1% LGBTQ+-owned businesses 0.8% veteran-owned businesses
	Total addressable U.S. spend	\$519.79 million	\$627.69 million	\$599.47 million
EMERGING TECHNOLOGY AND INNOVATION				
	Protiviti Services	See 2023 response	See 2023 response	<b>ESG Services</b> <b>Innovation Services</b>
	Hours dedicated to global innovation activities at Protiviti	Not reported	Approximately 59,000	61,863
	Protiviti Luma-certified design thinking practitioners	Not reported	380+	471
	Protiviti employees trained in design thinking	Not reported	80%	74.5%
	Protiviti employees who completed agile training	Not reported	Not reported	72.7%
	Protiviti employees who completed AI training	Not reported	Not reported	82.7%
	Robert Half mobile app	<ul style="list-style-type: none"><li>• 2021 Best in Show w3 Award for Mobile Features — Best User Interface</li><li>• 2021 Gold w3 Award for Mobile Features — Best User Experience</li><li>• 2021 Gold w3 Award for Mobile Features — Best Practices</li><li>• 2021 Silver w3 Award for Mobile Features — Best Experimental &amp; Innovation</li><li>• 2021 Gold Stevie Award — Mobile Sites and Apps — Professional Services</li></ul> <b>Robert Half Press Release—w3 Award</b> <b>Robert Half Press Release—Stevie Award</b>	<ul style="list-style-type: none"><li>• 2022 Gold w3 Award for Mobile Features — Best Visual Design — Function</li><li>• 2022 Silver w3 Award for Mobile Apps and Sites — Professional Services</li><li>• 2022 Silver w3 Award for Mobile Apps and Sites — Recruitment</li><li>• 2022 Silver w3 Award for Mobile Features — Best User Experience</li><li>• 2022 Gold Stevie Award—Mobile Sites and Apps— Professional Services</li></ul> <b>Robert Half Press Release—w3 Award</b> <b>Robert Half Press Release—Stevie Award</b>	<ul style="list-style-type: none"><li>• 2023 Silver w3 Award for Mobile Features — Best Visual Design — Function</li><li>• 2023 Silver w3 Award for Mobile Features — Best Practices</li><li>• 2023 Silver w3 Award for Mobile Apps and Sites — Recruitment</li></ul>

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



ESG DATA TABLES

Our Environmental Impact

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
ENVIRONMENTAL ACTION				
GRI 305-5	Greenhouse gas emissions (GHG) reduction targets	Not applicable in 2021	GHG emissions reduction targets were submitted to the <b>Science Based Targets initiative</b> validation	Refer to detail of our three validated near-term Science Based Targets below
GRI 305-5	SBT: Reduce our absolute Scope 1 and 2 GHG emissions 55% by 2032 from our 2019 baseline year	Not applicable in 2021 as target was not yet set or validated at the time of reporting	Not applicable as target was not yet validated at the time of reporting	23% absolute reduction vs. 2019 baseline
GRI 305-5	SBT: Reduce our Scope 3 GHG emissions from business travel and employee commuting 62% per full-time employee¹ by 2032 from our 2019 baseline year	Not applicable in 2021 as target was not yet set or validated at the time of reporting	Not applicable as target was not yet validated at the time of reporting	52% reduction per full-time employee vs. 2019 baseline
GRI 305-5	SBT: 50% of our suppliers by spend, covering purchased goods and services, and capital goods, will have SBTs by 2027	Not applicable in 2021 as target was not yet set or validated at the time of reporting	Not applicable as target was not yet validated at the time of reporting	24% of suppliers by spend have validated SBTs and 12% of suppliers by spend are committed to setting SBTs
	Sustainability Policy	See 2023 response	See 2023 response	<b>Global Environmental Policy</b>
GRI 201-2	Financial implications and other risks and opportunities due to climate change	<b>Robert Half CDP Response</b>	<b>Robert Half CDP Response</b>	<b>Robert Half CDP Response</b>
GRI 307-1	Material fines or penalties related to compliance with environmental legislation.	Robert Half did not have any material fines or penalties related to compliance with environmental legislation in 2021	Robert Half did not have any material fines or penalties related to compliance with environmental legislation in 2022	Robert Half did not have any material fines or penalties related to compliance with environmental legislation in 2023
	Environmental management system certification	Not applicable in 2021	<b>ISO 14001 Certification for Protiviti Italy</b>	See 2022 response
EMISSIONS				
GRI 305-1	Total Scope 1 emissions (MTCO2e)	3,016	3,220	3,183
GRI 305-1	— Stationary fuel	259	139	0
GRI 305-1	— Mobile	2,757	3,081	3,183
GRI 305-2	Total Scope 2 emissions (MTCO2e) — location-based	5,977	10,414	13,525
GRI 305-2	Total Scope 2 emissions (MTCO2e) — market-based	5,311	9,523	12,048
	— Purchased electricity (location-based)	3,232	6,157	10,498
	— Purchased electricity (market-based)	2,565	5,266	9,021
	— Purchased heating	2,091	3,575	2,483

¹"Full-time employee" in this instance includes both our full-time internal staff and our full-time engagement professionals. While full-time engagement professionals are not typically included in our internal staff figures, we have voluntarily included the full-time engagement professionals in our greenhouse gas inventory and SBTs since they are full-time Robert Half employees.

ESG DATA TABLES

Our Environmental Impact

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
	— Purchased cooling	655	682	544
GRI 305-3	Total Scope 3 emissions (MTCO2e) — location-based without radiative forcing <sup>1</sup>	62,370	104,515	97,659
GRI 305-3	Total Scope 3 emissions (MTCO2e) — market-based without radiative forcing <sup>1</sup>	61,621	103,623	97,591
	— Category 1 — Purchased goods and services <sup>2</sup>	26,230	42,313	40,654
	— Category 2 — Capital goods <sup>2</sup>	3,462	8,540	6,716
	— Category 3 — Fuel and energy-related activity (FERA) (location-based)	2,448	3,638	3,643
	— Category 3 — Fuel and energy-related activity (FERA) (market-based)	1,698	2,727	3,578
	— Category 6 — Business travel	1,099	9,927	13,520
	— Category 6 — Air travel radiative forcing effects <sup>3</sup>	361	3,704	4,718
	— Category 7 — Employee commute <sup>4</sup>	14,802	19,651 <sup>5</sup>	18,117
	— Category 7 — Work from home <sup>6</sup>	13,829	19,531	13,953
	— Category 8 — Upstream leased assets (location-based)	5	31	12
	— Category 8 — Upstream leased assets (market-based)	6	51	10
	— Category 14 — Franchises (Protiviti member firms)	495	884	1,044
	Limited External Assurance status of reported Scope 1, 2, and 3 emissions	Assured	Assured	Assured
GRI 305-4	GHG intensity (MTCO2e)			
	— Scope 1, 2 and 3 (location-based) per employee <sup>7</sup>	3.5	5.0	5.5
	— Scope 1, 2 and 3 (market-based) per employee <sup>7</sup>	3.5	4.9	5.5
ENERGY AND ELECTRICITY				
	Total space worldwide (sq. ft.)	2,663,637	2,784,281	2,518,865
GRI 302-1	Total energy consumption (MWh)	34,848	51,913	63,309

<sup>1</sup>Reflects footnoted adjustments across Scope 3 categories.  
<sup>2</sup>2022 Scope 3 Category 1 and 2 emissions have been updated to reflect a more detailed internal categorization and classification of spend data. 2023 Category 1 and 2 emissions have been calculated using this enhanced methodology. 2021 emissions have not been updated and cannot be directly compared with emissions reported for 2022 and 2023.  
<sup>3</sup>As radiative forcing effects are optionally reported per the WRI GHG Protocol, they are excluded from the scope of our SBTs, as required by SBTi.  
<sup>4</sup>2021 and 2022, Scope 3 Category 7 employee commute emissions have been updated to add well to tank emissions in line with the requirements of SBTi. Well to tank emissions are also included in the reported 2023 employee commute emissions.  
<sup>5</sup>In addition to including well to tank emissions, 2022 Scope 3 Category 7 employee commute emissions have been updated to correct the percentage value used for mode of transportation in one region where walk/bicycle was previously used for car/van. The data has been updated to reflect this correction. This update did not impact work from home emissions.  
<sup>6</sup>As work from home emissions are optionally reported per the WRI GHG Protocol, they are excluded from the scope of our SBTs, as required by SBTi.  
<sup>7</sup>Full-time employee<sup>7</sup> in this instance includes both our full-time internal staff and our full-time engagement professionals. While full-time engagement professionals are not typically included in our internal staff figures, we have voluntarily included the full-time engagement professionals in our greenhouse gas inventory and SBTs since they are full-time Robert Half employees. 2021 and 2022 figures were updated to reflect inclusion of full-time engagement professionals.

ESG DATA TABLES

Our Environmental Impact

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
GRI 302-1	Total electricity consumption (MWh)	10,646	18,792	31,526
GRI 302-1	Total electricity consumption from renewable sources (MWh)	Not previously reported	Not previously reported	6,940
GRI 302-1	Percent of total electricity consumption that is renewable electricity	3.1%	17.5%	22.2%
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)	<div><div>North America:</div><div>In 2021, we collected 2,813 units of e-waste totaling 3.7 metric tons. Detail on recycling and redeployment efforts was not available.<sup>1</sup></div></div> <div><div>North America:</div><div>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.</div></div> <div><div>Europe:</div><div>Our offices in Europe and the UK use a third-party nonprofit that redeploys usable units within developing and emerging countries, and recycles any nonusable 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.</div></div> <div><div>EMEA:</div><div>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 2023, the third-party processed 2,254 of our units, totaling approximately 5.5 metric tons with 24% (by count) redeployed and 76% recycled.</div></div>		
GRI 306-1	Waste generation and significant waste-related impacts	As a professional services company with all leased facilities, our waste data collection ability is limited. Through our efforts during 2023 to engage with representatives regarding environmental impact data from a subset of the spaces we occupy, we were able to capture waste data for approximately 16% of our global square footage, an increase from approximately 2% in 2022. The data included facility trash, recycling and compost information where applicable, and included actual waste weights, as well as estimations based on container size where weight was unavailable, using the U.S. EPA's Volume-to-Weight Conversion Factors for Solid Waste (2016). In situations where data was only available for the entire building as opposed to just our unit, we prorated the figures based on our square footage. These numbers are reflected below. We aim to continue to find ways to increase our data collection capacity in the future.		
GRI 306-3	Total waste generated (metric tons)	49.9 <sup>1</sup>	53.5 <sup>2</sup>	160.7
GRI 306-4	Total waste diverted (metric tons)	9.8	10.8	62.4
GRI 306-4	— Total waste recycled (metric tons)	9.8	10.8	50.1
GRI 306-4	— Total waste composted (metric tons)	Not reported	Not reported	12.3
GRI 306-5	Total waste directed to disposal (metric tons)	40.1	42.7	98.3

<sup>1</sup>In 2021, we were able to capture estimated waste data for approximately 1% of our global square footage including facility trash and recycling. In 2023, we received improved data for prior periods and have updated 2021 figures respectively. Additionally, e-waste was originally included in the 2021 figures but has subsequently been isolated and is separately reported..

<sup>2</sup>In 2022, we were able to capture estimated waste data for approximately 2% of our global square footage including facility trash and recycling. In 2023, we received improved data for prior periods and have updated 2022 figures respectively.

ESG DATA TABLES

Our Environmental Impact

REFERENCE	DISCLOSURE DESCRIPTION	2021	2022	2023
GRI 306-4	Waste diverted from disposal rate (percent of total waste diverted from landfill through recycling or compost)	19.6%	20.2%	38.8%
GRI 306-1	Hazardous waste creation and disposal	Robert Half does not make or produce any tangible products. This metric is not deemed materially relevant to our business.		
GRI 303-5	Water	Through our previously described effort in 2023 to gather more environmental impact data from our leased portfolio, we were able to capture water consumption data for approximately 36% of our global square footage, an increase from approximately 10% in 2022. In situations where water consumption data was only available for the entire building as opposed to just our unit, we prorated the figures based on our square footage. These aggregated water consumption totals for approximately 36% of our global square footage are reflected below. We aim to continue to find ways to increase our data collection capacity in the future.		
GRI 303-5	Total water consumption in megaliters <sup>1</sup>	19.6	21.2	123.6
GRI 303-1	Number of offices (by count and square footage) in areas of current or projected high or extremely high water stress (Leveraging WRI Aqueduct's Water Risk Atlas)	Not reported	Not reported	37.6% of our offices by count (128 total) are in locations of high or extremely high baseline water stress. This represents 36.2% of our global square footage.  Source: WRI Aqueduct, accessed on 03/29/2024, <a href="https://aqueduct.wri.org">aqueduct.wri.org</a> .

<sup>1</sup> In 2021 and 2022, the water data we reported represented approximately 10% of the square footage of Robert Half's global real estate portfolio.





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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, including greenhouse gas emissions reduction and suppliers covered by SBTs targets. These statements may be identified by words such as "may," "might," "will," "should," "could," "can," "would," "potential," "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, often beyond our control and are inherently uncertain.

Such risks and uncertainties could cause actual results, outcomes, or the timing of these results or outcomes, to differ materially from those expressed or implied 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, outcomes or goals, may not be considered material for SEC or other mandatory reporting purposes and may be based on standards for measuring progress that are still developing, on internal controls, diligence, or processes that are evolving, on representations reviewed or provided by third parties, 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, including changes in technology, laws, cybersecurity, regulations, and economic conditions, 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 2023 Annual Report on Form 10-K and subsequent SEC filings for a discussion of risk factors as they relate to forward-looking statements. Except as required by law, the Company undertakes no obligation to update information in this ESG report, whether as a result of new information, future events, or otherwise, and notwithstanding any historical practice of doing so.