



CORPORATE CITIZENSHIP REPORT 2017

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Robert Half employees in The Woodlands, Texas, volunteer at the Montgomery County Food Bank during the holiday season.

FROM THE CHAIRMAN AND CEO

If someone were to ask me why corporate citizenship is important to Robert Half, I would tell them to look no further than our business.

Robert Half is closely connected to the people we serve and the communities where we have operations. It's not a stretch to see why Robert Half employees who spend their days helping people find jobs and companies find great talent would also have an interest in giving back in other ways.

This report describes our global philanthropic, diversity and inclusion, training, and environmental programs, among others. In my opinion, our outreach efforts have the most impact when our professionals interact directly with their communities through volunteer work and fundraising activities. Our signature programs stress this level of involvement. And I believe Robert Half employees are genuinely excited to take part.

In our business, our goal is to help job seekers find work that makes them happy and, in so doing, help companies build satisfied teams. Our approach to the world outside of work is really no different: We want to help communities improve the lives of the people within them and safeguard the natural resources we all share. I believe that's what being a good corporate citizen is all about.

Sincerely,



Harold M. Messmer, Jr.

Chairman and Chief Executive Officer





Robert Half Corporate Services team members participate in a Week of Service in May 2017.

OUR MISSION

- Help businesses grow by matching the right talent to their specialized staffing and consulting needs, and build rewarding careers for the professionals we place.
- Adhere to a philosophy of “Ethics First” in everything we do.
- Create a work environment where employees can thrive and innovate.

• **BE A SOCIALLY RESPONSIBLE** corporate citizen and an active participant in the communities in which we live and work.

PHILANTHROPY

At Robert Half, we strive for a productive and engaged workforce for all. That message extends to our clients, our job candidates and our internal teams. Our volunteer and philanthropy programs are catalysts for employee engagement, both within our company and in our communities.



Our employees in Fraser Valley, B.C., coordinate holiday team-building events, like this one at the Surrey Food Bank.

PHILANTHROPY

OUR PHILANTHROPY INITIATIVES

Our global philanthropy initiatives — Leading by Example at Robert Half and iCare at Protiviti — provide strategic direction and support for our employees' own philanthropic efforts. Leading by Example focuses on education and workforce development, two areas where we feel we can make the greatest impact as a staffing company; Protiviti's iCare initiative encourages its employees to determine the civic-involvement opportunities that are most important to them.

We gave eligible nonprofits more than **\$400,000** in 2015 ...

And close to **\$1 million** in 2016 through employee contributions and the company match.

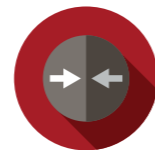
*Robert Half Corporate Services and Staffing, Protiviti, and Salaried Professional Service employees.

**Each employee is eligible for up to \$1,000 in matching grants annually.

EMPLOYEE VOLUNTEERING AND MATCHING GIFTS

Robert Half matches North American employees' contributions* to a range of eligible nonprofit organizations. Through the company's online Community Involvement Platform, our part- and full-time employees have a single destination for managing their matching donations and finding potential volunteer opportunities.

Each year, eligible employees can access matching grants** in three ways:



Direct matching

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



Activity-based fundraising

When our employees take part in runs, walks, bike rides, bowl-a-thons and other functions that benefit charitable causes, we're right there with them: We match the total of what they fundraise.



Volunteerism

Many of our employees want to get involved by sharing their expertise with local charities. Through our volunteer program, we provide a grant of \$15 for every hour an employee volunteers.



The Twin Cities team in Minnesota gathers for the American Heart Association's Heart Walk.

PHILANTHROPY

COMMUNITY PARTNERSHIPS

Our company-sponsored philanthropic programs are focused on education and workforce development, a natural fit given our business pursuits.



The American Red Cross responds to tens of thousands of disasters annually.

DISASTER RELIEF

Because disasters can occur at any time, Robert Half makes an annual donation of \$100,000 to the American Red Cross, as well as a donation to the Canadian Red Cross, to help where the need is greatest. Our matching-gifts program also extends to these relief organizations and their local chapters.



**BOYS & GIRLS CLUBS
OF AMERICA**

Boys & Girls Clubs of America

2017 marks the 20th year of Robert Half's national partnership with Boys & Girls Clubs of America. Throughout these two decades, Robert Half has invested in Boys & Girls Clubs leadership development and workforce readiness programs. In 2016, Robert Half provided targeted grants to Clubs in six cities, establishing relationships with their local Robert Half offices. By participating in this

program, our employees had a hands-on role in supporting the Boys & Girls Clubs' mission: to enable all young people, especially those who need [the Boys & Girls Clubs] most, to reach their full potential as productive, caring, responsible citizens. Our teams do just that by helping Club members write their first resumes, conducting mock job interviews with them and facilitating career-related training programs.

PHILANTHROPY



Dress for Success

Our efforts to prepare the future workforce extend to organizations that help others achieve their professional pursuits — wherever they are in their careers. Dress for Success®, which we've formally supported since 2005, is one such organization. Its mission is to empower women to achieve economic



Our San Mateo, Calif., office collects donations to benefit Dress for Success San Francisco.

independence by providing a network of support, professional attire and tools to help them thrive in work and in life. By supporting their Career Centers, providing expert speakers for Professional Women's Group meetings and offering access to more than 2,500 online training modules, we help nurture the career success of Dress for Success clients. In addition, we sponsor its annual Success Summit, which brings together delegates from their global Professional Women's Group network for a three-day, all-expenses-paid leadership conference.

During our annual suit drive, we work with clients, job candidates and business contacts to collect professional suits and separates. We are familiar with the challenges job seekers face and understand the positive effect professional clothing can have on their confidence. Our employees and business partners agree: Since 2002, we have collected nearly 300,000 items for job seekers who seek assistance from Dress for Success and similar organizations.



Enactus

Robert Half has supported Enactus, a nonprofit that believes in the power of entrepreneurial action, since 2007. The organization pairs academic and business leaders with college students to create programs that improve the quality of life and standard of living for people around the world. Each year, Robert Half employees volunteer as judges and participate in career fairs at regional competitions and the National Exposition, where we also sponsor the Robert Half Career Expo. In 2015, we expanded our partnership by conducting a comprehensive thought-leadership project on Generation Z with Enactus USA and Enactus Canada to help employers better understand the workforce of tomorrow.

PHILANTHROPY



Junior Achievement

In 2015 and 2016, we gave more than \$110,000 to our newest U.S. national partner — Junior Achievement (JA) — through employee donations and our company match. Our employees are also passionate about volunteering with JA. They teach age-appropriate financial curriculums in schools across the United States. Robert Half leaders sit on local JA boards, including in New England; Washington, D.C.; and the San Francisco Bay Area. And teams from Corporate Services, our staffing locations

and Protiviti have participated in numerous bowl-a-thons to fundraise for the organization. It's no wonder we're so involved, since JA's mission — to foster work readiness, entrepreneurship and financial literacy skills for students — aligns so closely with our company's mission to help people find work and advance their careers.

This year, we created helpful content for JAMyWay.org, a site of career resources teens can use to find jobs that are best suited for them. The site offers fun and interactive personality tests, online games, assessment tools and educational resources. (Be sure to check out one of our staffing managers in "[How to Create an Awesome Resume](#)," a video that is featured on the site.)



Upwardly Global

Upwardly Global is the first and longest-serving organization that focuses on helping foreign-trained immigrants and refugees integrate into the American workforce through job matching and encouraging inclusive hiring practices.

We work with Upwardly Global by providing training, resume reviews and mock-interview help. We continue to support the organization's main fundraising and awareness event in New York, Passport to Possibilities, and the annual career summit in the San Francisco Bay Area.



Washington, D.C., area employees volunteer their time with Junior Achievement.

PHILANTHROPY



4+ Million
Meals Provided

215
Participating
Client Companies

101
Organizations
Served

21
Participating
Countries

PROTIVITI'S PARTNERSHIPS TO COMBAT HUNGER

This list represents only a few of the more than 100 "i on Hunger" partners.

FOOD PACKING PARTNERS

- Blessings in a Backpack
- Feeding Children Everywhere
- Rise Against Hunger
(formerly Stop Hunger Now)

FOOD BANKS

- Greater Chicago Food Depository
- Harvesters Community Food Network
- Philabundance
- Second Harvest
- Voedselbank Amsterdam

FOOD PREPARATION AND DISTRIBUTION SERVICES

- Caritas
- Food Lifeline
- Ronald McDonald House
- YMCA START Program



i ON HUNGER: HUNGER DOESN'T STOP AND NEITHER DO WE

Since late 2014, Protiviti has provided more than 4 million meals globally through its award-winning* "i on Hunger" program. The initiative, which operates across all of our offices in 21 countries, creates exceptional experiences. We believe that nourishing bodies provides a pathway for bright minds and enriched lives. The "i on Hunger" program creates a lasting impact on our employee and client participants, as well as recipient organizations. We have partnered with over 100 leading hunger organizations and expanded our reach by inviting our clients to work side by side with our own teams to prepare, pack and/or deliver meals.

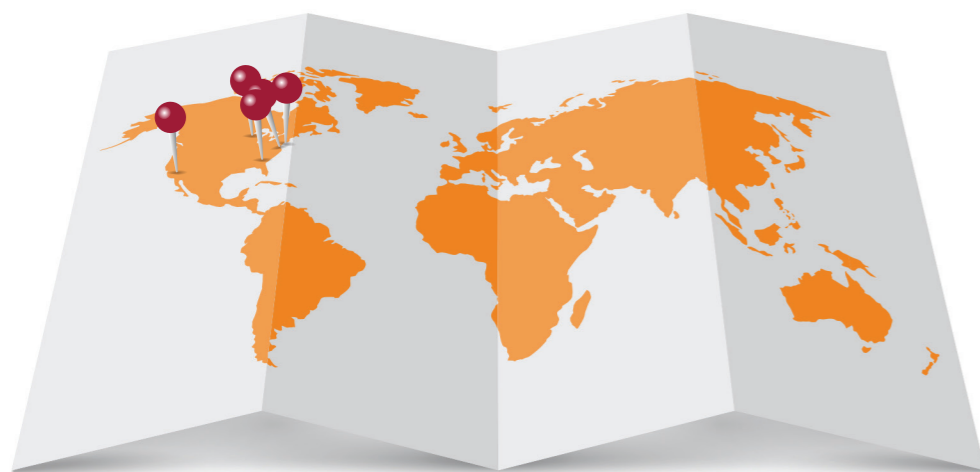
*In 2016, Consulting Magazine honored Protiviti's "i on Hunger" program with its Excellence in Social & Community Involvement Award.

PHILANTHROPY

Our employees are passionate about getting involved with nonprofit organizations, especially ones that benefit the local community. We offer resources like our matching-gifts program that enable Robert Half professionals to make an even greater impact. And we're proud of our regional "Community Champions" who help teams make a difference by identifying and facilitating philanthropic activities. The following maps highlight just a few of the meaningful projects of our employees worldwide.

NEW YORK CITY

Once a month, in partnership with Citymeals on Wheels, our Protiviti teams deliver nutritionally balanced meals and vital human companionship to homebound elderly New Yorkers. As part of the "i on Hunger" program, Protiviti employees have delivered 3,180 meals since the beginning of our campaign. New York's Citymeals is one of the largest in the United States, delivering 2 million meals to 18,000 people each year.



SAN JOSE

In 2016, Robert Half partnered with San Jose, Calif., Public Library Works on a pilot project to provide advice, resources and referrals to recent college graduates, English language learners and other individuals trying to advance their professional development.

Robert Half employees, with help from our staff development team, conducted a series of workshops on resume writing and interviewing skills at the library. In addition, working with our e-learning training vendor, Robert Half provided participants with online courses on basic job skills — such as communication, business writing, interviewing and resume writing — along with more advanced courses in accounting, IT call center support and project management.



ATLANTA, CHICAGO, AND WASHINGTON, D.C.

Since 2005, Protiviti's CommUnity Scholarship Program has provided two four-year scholarships of \$5,000 per year to college students who need financial assistance. Our employees have donated more than \$400,000 since the program's inception with additional contributions through our company match. The program began in Chicago, and, in 2016, it expanded to Atlanta and Washington, D.C. To date, 11 of our scholars have graduated college with bachelor's degrees, four have gone on to earn master's degrees and one of our first scholars has received his doctorate. Ten more students are pursuing college degrees thanks in part to CommUnity Scholarships.



PHILANTHROPY

HOUSTON

Our Houston Protiviti office brought much-needed happiness and relief to Texas Children’s Hospital patients. Inspired by a Protiviti team member’s personal experience, employees hosted a local donation drive for Ronald McDonald House, an organization that provides housing, food, toiletries and other necessary supplies for the families of children undergoing treatment at hospitals across the country. Other Protiviti teams have partnered with Ronald McDonald House to organize similar events in multiple cities across the United States.



SAN FRANCISCO BAY AREA

In May 2017, nearly 500 employees in our Bay Area Corporate Services offices participated in a Week of Service, which was organized through HandsOn Bay Area. More than a dozen schools and nonprofits benefited from this enthusiastic volunteer team, which prepared meals for tens of thousands of children, sorted five tons of oranges, organized storage rooms, readied gardens for the summer, and much more. In all, our employees contributed more than 1,000 volunteer hours.



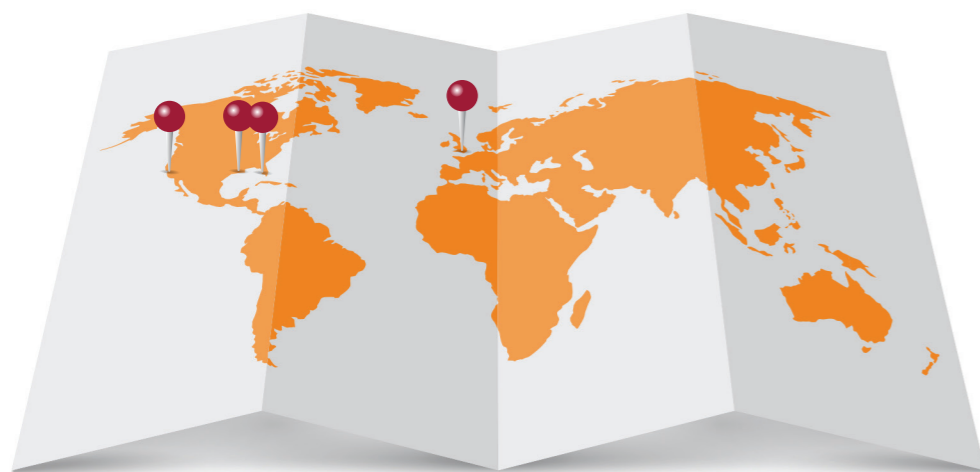
TAMPA

Our employees in Northern and Central Florida look forward every year to their biggest charitable effort — their massive holiday toy drive benefiting the Boys & Girls Clubs of Tampa Bay. In 2016, the eighth year of the program, the team collected and donated 9,000 toys. More than 500 children attended a holiday party, complete with a DJ; volunteer superheroes and movie characters; and Raymond, the mascot for the Tampa Bay Rays baseball team. Toys were shared with other local children who could not attend the event. Robert Half also donated \$4,500 to help rebuild another Tampa-area Boys & Girls Club location that had been destroyed by fire.



LONDON

In the United Kingdom, our employees supported Macmillan Cancer Support as their charity of choice for 2016. The 106-year-old organization provides specialized healthcare, information and financial support to the over 5.4 million people in the U.K. affected by cancer. Employees raised money and awareness in ways with personal significance. For example, several Robert Half employees ran the London and Bath Marathons, while others participated in “Brave the Shave” events, cutting off their hair to raise money. Many others took less extreme — but no less effective — measures, holding charity auctions to show their support.



PHILANTHROPY

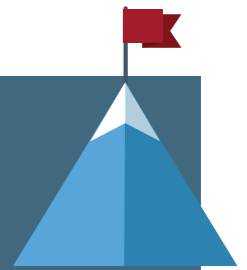
OTTAWA

April is Daffodil Month in Canada, a time to support people living with cancer and honor those who have died from the disease. Our teams across Ontario selected the Canadian Cancer Society as their annual partner in 2016 and celebrated Daffodil Month by decorating their offices in yellow. They also sold cupcakes, pins and pancakes to raise money to fund critical compassionate support programs and cancer research, education and advocacy initiatives.



MUNICH

In Germany, in 2016, our employees took team-building exercises to heart by mountain biking and hiking in Bavaria, earning money through sponsorships based on how high they climbed. The team hiked nearly 1,000 meters and raised money for Tabaluga Kinderstiftung (Tabaluga's Children's Foundation), our chosen charity partner in Germany. The organization, based near Munich, provides abused children with shelter and resources to recover.



BRUSSELS

Each year, our Corporate Services employees near Brussels come together for a day of fun and team building. In 2016, they decided to use this time to support the community. In partnership with Time4Society, an organization that connects companies to charities, employees spent the day helping at one of five nonprofits, with causes ranging from animal welfare and environmental protection to senior care and mental health support.



LOS ANGELES

Since 2008, Robert Half teams from the Los Angeles area have participated in the Stair Climb for Los Angeles to benefit the Ketchum-Downtown YMCA, which works to strengthen communities through youth development programs. Employees compete to race up — and meander down — 1,664 stairs in the U.S. Bank Tower, the tallest stairwell west of the Mississippi. The event provides an opportunity for team bonding while raising money to support area youth. Our employees love a little competition: Each year they train for stair-climbing bragging rights!



PHILANTHROPY

MUSCAT

Our Oman Protiviti Member Firm partnered with Nidaa Al Khairi, a nonprofit organization that helps underprivileged children, to distribute food to families in need. For the past two years, the team has kicked off this “i on Hunger” event with two days of food packaging followed by a day of delivering meals to families in several rural areas outside Muscat. In 2015, the team distributed more than 65,000 meals, exceeding the goal by 20,000. In 2016, the team went even further, distributing 136,000 meals and giving toys to local children. At the most recent event in April 2017, the teams packed and distributed more than 126,000 meals.



VINCENNES

More than 30 employees in Vincennes, France, located just outside Paris, ran the Odyssea race and raised money for breast cancer research. Founded in 2002, Odyssea hosts runs and walks throughout France to raise money for breast cancer research and to advocate health through sports.



AUSTRALIA AND NEW ZEALAND

In October 2015, our Robert Half Australia and New Zealand team members aligned their charitable activities with Breast Cancer Month, raising money — and awareness of the disease — in support of the National Breast Cancer Foundation. In addition to holding a raffle, the team hosted a morning tea and asked for donations for admission. Employees showed off their baking expertise by bringing macaroons, cupcakes and doughnuts — all in pink, the color used globally to represent breast cancer awareness.



PARSIPPANY

During the holidays, our New Jersey teams came together for the second year to adopt a local school. Employees in four offices raised money, baked goodies and bought gifts for the children. The 25 employees who logged the most volunteer time were selected to visit the classrooms to deliver the gifts and sing carols with the kids.



PHILANTHROPY

SÃO PAULO

Throughout Brazil, the last Saturday in August is McDia Feliz — or McHappy Day — when McDonald’s donates proceeds from the sale of Big Macs to institutions that help children with cancer. The main institution supported by this initiative is the nonprofit hospital GRAACC (Grupo de Apoio ao Adolescente e a Criança com Câncer), in São Paulo. GRAACC, one of the largest hospitals in Latin America, was founded to ensure that children and adolescents with cancer get the most advanced care. Since 2009, Robert Half Brazil employees have volunteered for the event by selling GRAACC-branded items and tickets for Big Macs. Employees also volunteer at McDonald’s locations on McDia Feliz by decorating restaurants with balloons and entertaining young customers.



MILAN

Protiviti Milan hosted an “i on Hunger” event with Rise Against Hunger, formerly Stop Hunger Now, in September 2015. The timing was carefully selected to align with Expo Milano 2015, a showcase of global technology centered on providing “healthy, safe and sufficient food for everyone.” Volunteers packed 31,000 meals in two hours and left with a lasting impression of the people they met during the event.



ENGLEWOOD

In Colorado, our employees partnered with Court Appointed Special Advocates (CASA), an organization that provides court-appointed advocates for abused or neglected children and families. To ensure that these special children had a bright holiday season, our teams bought gifts, helped make crafts and shared treats at a holiday party attended by 75 children.



ENVIRONMENTAL STEWARDSHIP

You'll never hear us say that we strive to do less at Robert Half — except when it comes to our impact on the environment. That's why we aim to reduce our carbon footprint across our operations.



ENVIRONMENTAL STEWARDSHIP

OUR GLOBAL OFFICES

As a professional services firm, our environmental impact is smaller than that of many other types of companies. Because we typically lease our office space, it's particularly important that we consider the sustainability practices of our landlords. In our lease agreements in Europe, we include a commitment to work with our landlords to share information on energy consumption and waste management. Likewise, in the United States, we work with property managers to minimize the environmental impact of our leased spaces. For example, our San Ramon, Calif., Corporate Services location — our largest leased space — benefits from the use of green cleaning supplies, bicycle storage for commuters, energy-saving occupancy sensors and appliances, and low-flush toilets to further reduce our environmental impact.

When we renovate an office or move to a new location in any of the countries we serve, we prioritize the use of sustainable materials whenever possible. In North America, for example, we use paint with no volatile organic compounds (VOCs) that meets the [GREENGUARD Certification](#) standard for products with low chemical emissions and the [Green Seal environmental standard](#). Our carpets have a high percentage of recycled content and are 100 percent recyclable. Furniture also is sourced to GREENGUARD standards whenever possible.

Throughout North America, many office locations actively recycle paper, glass, cans and cardboard. In Europe, we are working with our landlords to roll out mixed recycling in all sites. In the United Kingdom, 100 percent of our offices recycle waste and, by the end of 2017, 100 percent of our offices in France also will have moved to active recycling.

Our Real Estate Footprint

We have more than 400 staffing and consulting locations worldwide:

- Leased spaces typically located in Class A office buildings, with a majority occupying less than 5,000 square feet
- Selected for proximity to public transportation
- Environmentally certified buildings whenever possible, including LEED, BREEAM, DGNB, PEB and HQE

LEED: Leadership in Energy and Environmental Design; BREEAM: Building Research Establishment Environmental Assessment Method; DGNB: Deutsche Gesellschaft für Nachhaltiges Bauen; PEB: La performance énergétique des bâtiments; HQE: Haute Qualité Environnementale.



ENVIRONMENTAL STEWARDSHIP



Corporate Services employees beautify Sunflower Hill Gardens, an outdoor learning venue in Livermore, Calif.

Technology Recycling

From computers and tablets to mobile phones and multifunctional devices, our teams rely on technology to support their business needs. As these pieces of equipment are phased out, many of the older items are donated to local nonprofit organizations that can benefit from the technology. When an item has reached its end of life, we work with an electronic-waste specialist to break down the unit responsibly and recycle the components.

INTERNAL AWARENESS

Chairman and CEO Max Messmer acknowledges Earth Day annually by reminding our teams of the importance of personal and company-supported environmental sustainability efforts. This message also is an opportunity to highlight our annual contribution to the Arbor Day Foundation, a nonprofit organization dedicated to reforestation projects.

On Protiviti's intranet, the "All Things Green" section houses links to sustainability initiatives, events and internal contests. We are also proud of Protiviti's Green Champions, a group of employees who advocate for green initiatives unique to local offices, share simple sustainability tips, publish internal articles on environmental issues and promote contests to connect employees across the globe with environmental causes. On Earth Day, Protiviti employees are also

encouraged to post on an internal blog and share their stories and photos about efforts to help the company go green.



ENVIRONMENTAL STEWARDSHIP

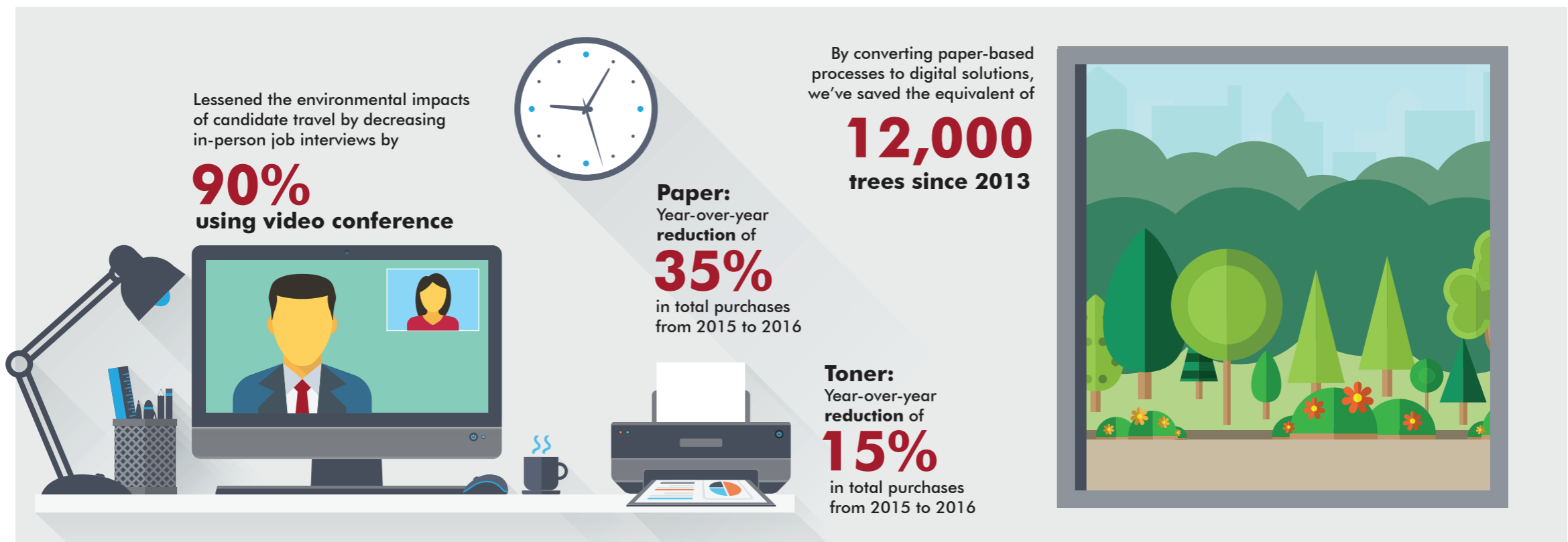
SMALL CHANGES, BIG RESULTS

These small changes to our business processes have made a big impact on the environment.

- We've shifted from printed marketing materials to online and digital versions, greatly reducing the need to print paper materials for our clients.
- Many of our staffing professionals use video to interview candidates, which means that these job seekers don't need to drive to our office to meet with us.
- New online platforms have replaced paper-heavy business processes — like human resources transactions and expense reporting — and reduce our reliance on paper while increasing our efficiency.
- We have moved our candidate intake forms online to eliminate the need for hard-copy documents for each candidate. This alone has significantly reduced the amount of paper our offices use and store.

THE SASB ALLIANCE

Protiviti is a founding member of the SASB Alliance, a group of organizations that develop best practices for integrating material sustainability information into existing processes. The program is overseen by the [SASB \(Sustainability Accounting Standards Board\) Foundation](#).



ENVIRONMENTAL STEWARDSHIP

A LOOK AHEAD

Recently, we kicked off several major projects in the San Francisco Bay Area that will reduce our environmental impact even more:

LED Lighting Conversion

In May 2017, we transitioned close to 3,000 fluorescent light fixtures to LEDs in our San Ramon, Calif., Corporate Services location. This provides significant energy savings and an opportunity to use a more sustainable lighting option. The LED fixtures will also provide better lighting and color rendition in the office space, making for a more pleasant workplace for our employees.

Data Center Upgrades

Our data centers play an integral role in our business operations — and in our energy-reduction efforts. In 2017, our technology teams continued an initiative to increase efficiency and significantly decrease our energy use. By replacing storage area network (SAN) technology with flash-based storage, we will reduce overall environmental costs and the data center’s physical storage footprint by 98 percent.

NEW LED LIGHTS

in San Ramon will use approximately

70% ↓

less energy than fluorescent lights to provide the same amount of lighting.

This transition will reduce our greenhouse gas emissions by approximately

1 MILLION POUNDS of CO₂ every year.



Printing Responsibly at Robert Half Printing

Our internal print shop, Robert Half Printing, located in Ankeny, Iowa, prints stationery, business cards and other projects for our teams across the United States.

For nearly 30 years, Robert Half Printing has recycled all scrap paper. Today, the print shop uses recycled paper and paper certified by the Forest Stewardship Council and Rainforest Alliance. Inks are soy-based; and waste ink, machine oil and cleaning materials are collected and disposed of by an environmental recycling company.



Robert Half Printing uses sustainable printing practices.



EMPLOYEE PROGRAMS

Since the company's founding, our employees have been passionate about helping job seekers find meaningful work and assisting companies in their efforts to find outstanding talent.

Our employees work hard to serve others, but they also make our company a great place to work.

Our employees can take instructor-led courses facilitated by our Staff Development team.

EMPLOYEE PROGRAMS

Our core values are integrated into everything we do.

At **Robert Half**, we follow four LEAD Principles:

- Leadership by Example
- Ethics First
- An Openness to New Ideas
- Dedication to Excellence

Robert Half

National and global accolades include:

- ★ Fortune® Most Admired Companies list (1998 – 2017)
- ★ Forbes® America's Best Professional Recruiting Firms list (2017)
- ★ Forbes® 100 Most Trustworthy Companies in America list, based on accounting and governance practices (2017)



Protiviti, our global consulting unit, is guided by a set of complementary core values:

- Professionalism
- Productiviti
- Proactiviti
- Objectiviti
- Creativiti
- Integriti
- Qualiti
- Responsibiliti

Protiviti

National and global accolades include:

- ★ Fortune® 100 Best Companies to Work For list (2015 – 2017)
- ★ Great Place to Work® Consulting & Professional Services list (2015, 2017)



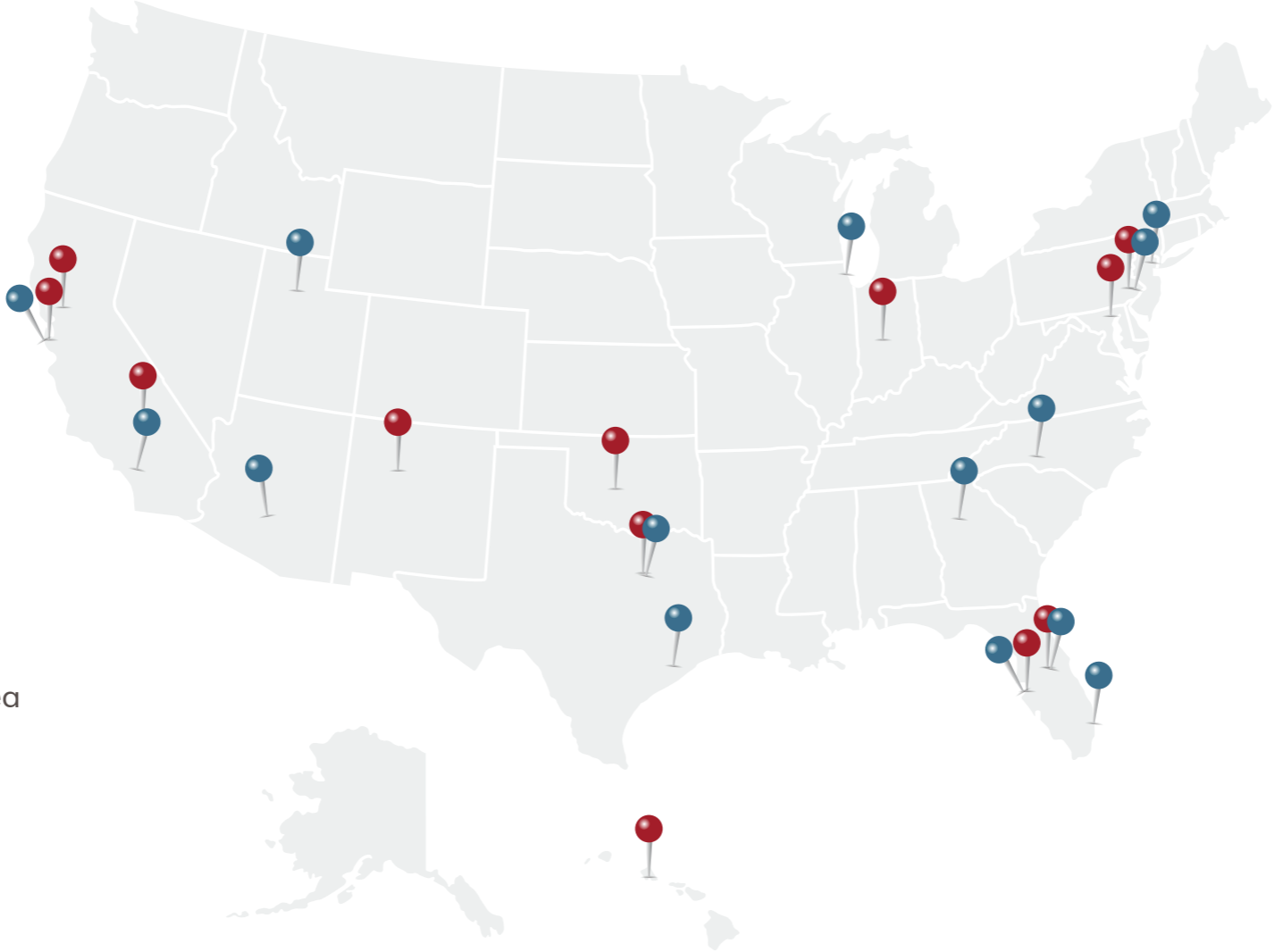
EMPLOYEE PROGRAMS

2016 – 2017 LOCAL BEST WORKPLACES AWARDS:

Our employees make Robert Half and Protiviti great places to work.

Robert Half

- Albuquerque
- Baltimore
- Dallas
- Honolulu
- Indianapolis
- Inland Empire (California)
- Oklahoma
- Orlando
- Philadelphia
- Sacramento
- San Francisco Bay Area
- Tampa



Protiviti

- Atlanta
- Charlotte
- Chicago
- Dallas
- Fort Lauderdale
- Houston
- Los Angeles
- New Jersey
- Orlando
- Philadelphia
- Phoenix
- Salt Lake City
- San Francisco Bay Area
- Tampa

EMPLOYEE PROGRAMS

Robert Half supports a diverse, inclusive work environment where everyone has an opportunity to contribute to our success and where people are valued for their unique skills, experiences and perspectives.



Protiviti interns gather for a “class” photo during orientation.

COLLEGE RECRUITING AND INTERNSHIPS

Preparing the future workforce remains a focus for us, which is why we’ve expanded our offerings for those just starting their careers with us.

The Robert Half Management Training Program, which started in the United States in 2014, helps ensure that recent college graduates who join our team have the training and resources they need to succeed with us. Participants attend a

weeklong orientation soon after graduation to learn the fundamentals of the staffing industry and what it’s like to work at Robert Half.

This program allows participants to hit the ground running in one of our branch locations as a recruiter or in business development. Our newest recruits then partner with mentors on our management team to learn the skills needed to thrive at our company.

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Recent college graduates participate in our Management Training Program.

EMPLOYEE PROGRAMS

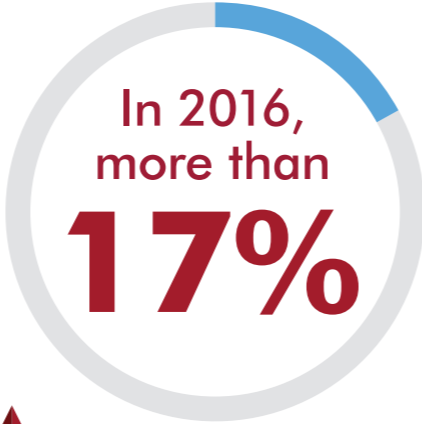
Participants in Protiviti’s U.S. internship program experience meaningful and challenging assignments, meet with leaders, work through case studies, and join office training sessions and industry-specific roundtables. The program was ranked No. 18 on Vault.com’s 50 Best Internships list for 2017.

Our Corporate Services College Intern Program creates summertime opportunities in information technology, accounting, operations, human resources and other departments. Interns work on projects, participate in training sessions, meet with leadership and present to others to learn the skills that are critical to business success. In 2017, our interns will shift their experience from learning to teaching by becoming student advisers at our first High School Career Lab in San Ramon, Calif.

EMPLOYEE RECOGNITION

Acknowledging individual and team achievements helps create a world-class workplace, and our extensive recognition program ensures that the great work of our employees gets noticed. This includes programs like Everyday Heroes and Circle of Excellence for Corporate Services, and iAchieve and WeAchieve for Protiviti, all of which celebrate employees whose actions reflect our core values and commitment to service excellence.

Our global service-anniversary program recognizes the tenure of our teams. When employees reach the one-, three- or five-year mark with Robert Half or Protiviti, as well as each subsequent five-year milestone, they’re invited to select a gift from an extensive catalog of electronics, sports equipment and luxury goods. It’s our way of saying thanks for their loyalty and dedication. And we’re proud to say that we order a lot of gifts.



of our global workforce had been with Robert Half for 10 years or longer. Some have been with our company for decades, including many members of our executive team.



EMPLOYEE PROGRAMS

LEARNING AND DEVELOPMENT

Robert Half's and Protiviti's best-in-class online and progressive professional development programs ensure that our global staff have the resources they need to build leadership and professional skills.

In addition to our expanded blended online learning, employees can progress with both self-directed and guided approaches through customized learning maps, starting from their first day throughout their career progression. We've also invested in a new learning management system (LMS) — currently available to our U.S. and European Corporate Services employees and Protiviti and Member Firm professionals — which offers courses in local languages. The LMS will be available to the majority of our global workforce by the end of 2017.

Employees can build training regimens that are customized to their jobs and personal goals, and log in any time to access training remotely. Global team members accessed more than 17,000 courses, videos and books through our online-learning tool in 2016 alone. Registered job candidates also can access self-paced online learning and resources, which help them reach their

learning goals and expand their career opportunities. In 2016, our temporary professionals accessed more than 230,000 courses, books and videos.

Our performance management process emphasizes goal-setting and ongoing feedback. Employees use competencies — or skills and behaviors associated with effective performance — to guide and assess their progress toward goals. Leaders also can take tailored learning programs that help them grow and develop.

Protiviti's innovative onboarding program, Passport to Protiviti, uses technology and in-person experiences, such as games and breakout sessions, to help new employees

make a smooth transition to the company. In 2016, the Brandon Hall Group Excellence Awards Program recognized the program with a bronze award.

Protiviti's Global Challenge School program, a comprehensive career-development opportunity, provides participants with in-person training with executive team members, including Protiviti CEO Joe Tarantino. The program focuses on building proficiency through real-world scenarios. Sessions are tailored to each level in our career model and provide a unique opportunity for our global workforce to come together, share knowledge and connect as a team.



Our global recruiting staff use leading technology in their daily customer interactions — and to learn new skills.

EMPLOYEE PROGRAMS

COACHING AND MENTORING

Robert Half United, a suite of three mentoring offerings, was created in 2012 to accelerate professional growth through peer connections. Since the launch of the program's first phase, more than 1,000 employees have participated in the 12-week Leadership Exchange, which provides mentor partnerships to newly promoted and newly hired leaders. Each mentee identifies the specific leadership competencies and behaviors he or she would like to enhance, giving participants the opportunity to take direct ownership in their development as they transition to a new position. Mentors, who represent approximately 20 percent of our leadership team, are matched with mentees based on their self-identified leadership strengths and interests. The experience is mutually beneficial: The skills of both mentors and mentees are strengthened by sharing unique experiences over the duration of the partnership, and relationships often extend well beyond the required 12 weeks.

The next phases of Robert Half United — the Knowledge Exchange, which supports newly

hired employees, and the Advisory Exchange, which focuses on global partnerships — will begin in 2017 and 2018, respectively.

Protiviti takes a similar approach to peer learning and its professional-development strategy. Through its Integrated Advisers Program, all consulting employees have three unique contacts at different levels within Protiviti who support their careers. This creates a chain of mentoring and coaching, and leads to on-the-job learning and development.



HEALTH AND SAFETY

To help our employees and our candidates understand the fundamentals of workplace safety, our North American employees complete scenario-based awareness trainings to support a workplace free of harassment and discrimination, and to prevent workplace violence.

Additionally, as part of our compliance program, we send an annual reminder of our U.S. Injury and Illness Prevention Program and our Canadian Provincial Health and Safety Programs to our North American staffing, Corporate Services and Protiviti employees, as well as those in Salaried Professional Services. Employees receive information on incident reporting, basic safety rules, and best practices and procedures for recognizing and responding to workplace hazards. We also provide this program to all of our temporary employees in the United States and Canada.

EMPLOYEE PROGRAMS

DIVERSITY AND INCLUSION

Our commitment to equal opportunity has been central to our company since the beginning. In fact, Robert Half, our founder, was a catalyst for positive change in the employment industry. In the 1970s, he went before a U.S. Senate subcommittee and testified that permitting accounting firms to engage in consulting services would constitute a conflict of interest. He also lobbied against discriminatory practices that were common in the industry at the time.

In 1963, as president of the Association of Personnel Agencies of New York, he expressed his displeasure at discriminatory recruiting and staffing practices in a letter to members, urging fellow staffing firms to follow not merely the letter of the law but

to abide by an even greater jurisdiction — “the laws of common decency.” Mr. Half also led the successful effort to eliminate separate job listings for men and women in major newspapers.

We are immensely proud of this heritage and honor it through our culture of inclusion. We provide equal access to opportunities and advancement regardless of race, color, religion, sex, sexual orientation, gender identity, age, disability, national origin, citizenship/immigration status, veteran status or any other protected status. Nondiscrimination clauses are part of each country’s employee handbook and policy certifications, and employees in several countries — including the United States and Canada, where the majority of our employees work — participate in mandatory annual awareness training.



Robert Half, seated at far right, testifies before a subcommittee of the U.S. Senate in 1977.

Employee Network Groups and Membership Groups

We are members of external groups that provide recruiting and networking support, and help us advance our efforts.

- Accounting & Financial Women’s Alliance (AFWA)
- ALPFA, Inc.*
- Ascend – Pan Asian Leaders*
- Calgary Immigrant Women’s Association
- Corporate Gray Military – Competitive Edge
- Creating IT Futures Foundation
- DirectEmployers
- Edmonton Diversity Business Network
- Hirepurpose
- Label de diversité
- Military Spouse Employment Partnership
- National Association of Black Accountants (NABA)*
- NPower
- Out & Equal: Advocate Sponsor of Conference
- Upwardly Global
- Women of Waterloo (WOW)
- Year Up

*Robert Half and Protiviti Partner

EMPLOYEE PROGRAMS

On our main Corporate Services campus, our Diversity and Inclusion team hosts instructor-led courses and encourages employees to take advantage of e-learning opportunities on relevant topics. Quarterly events educate employees on topics like intergenerational communication and honoring our military veterans.

In 2016, we participated in more than 100 external diversity events in the United States and Canada — resulting in internal hires, engagement and exposure for our employees, candidate placements, and new business.

We believe that diversity and inclusion efforts such as these help our employees feel valued and included, leading to greater productivity, innovation and engagement.

In 2017, Robert Half was named one of the Best Places to Work for LGBT Equality in the Human Rights Campaign Foundation’s Corporate Equality Index. The Corporate Equality Index is considered a benchmarking tool of policies and practices pertaining to lesbian, gay, bisexual and transgender employees for U.S. companies. Robert Half was one of more than 500 major corporations to earn a top score of 100 percent.

AWARDS

- ★ NPower recognition for enduring commitment to a diversified workforce (2017)
- ★ Human Rights Campaign Foundation recognition as one of the Best Places to Work for LGBT Equality — score of 100 on the Corporate Equality Index (2017)
- ★ U.S. Veterans Magazine recognition as Best of the Best Top Veteran-Friendly Companies (2015 – 2017)
- ★ U.S. Veterans Magazine recognition as Best of the Best Top Supplier Diversity Programs (2015 – 2017)

Protiviti’s Employee Network Groups

Protiviti’s Employee Network Groups serve as a platform for employees to connect on and advocate for the initiatives they’re passionate about.

- Experienced Hire Network
- iGROWW – Women’s Network
- Multicultural Employee Network Group
- Parents Network
- proLGBTQA Network
- Veterans Network



EMPLOYEE PROGRAMS

VETERANS OUTREACH

Robert Half helps professionals of all backgrounds find their next job opportunity, including members of our veteran community. Working with key organizations, we provide U.S. veterans and military families with career resources and guidance through our global office network.

To assist veterans in identifying how their military experience translates to the requirements of positions in the business world, we invite job seekers to visit our targeted website to help them quickly determine the open positions that align with their former military job code. The job-search tool also filters jobs available through Robert Half based on location, job title, keywords or military job title. In addition to positions available through our clients, we post

internal opportunities for our staffing offices and Corporate Services locations to a variety of military-focused job boards.

To help our employees better serve the military community, we have created tools and resources designed to bridge the gap between military service and civilian work. For example, Robert Half worked with DirectEmployers to create a skills translator, which matches military codes to civilian job positions specifically available through Robert Half. We also gather transition-assistance information from our partners and share it with our recruiters.

In 2016, Robert Half employees were active in a number of programs centered on veterans, including career fairs; in-house open houses and events; and presentations, mock interviews and resume reviews.

We also partnered with Operation Reinvent in 2016 to offer resume-writing and interview training to female veterans, helping them find the right job where they can translate their military accomplishments into career success. The two-day training was offered on base at Fort Campbell, on the Kentucky/Tennessee border, and via webcast from New York City to female service and military family members in Fort Bragg, N.C., and Fort Campbell.

Our employees also greatly appreciate the service of our military community, and many have personal connections to veterans or active service members. That's why on Veterans Day, and throughout the month of November, all U.S. Corporate Services locations hold supply drives and organize thank-you letter campaigns to send to deployed troops.

Our relationships with the following veteran organizations also extend our reach:

- Hirepurpose
- Military Spouse Employment Partnership (MSEP)
- NPower



EMPLOYEE PROGRAMS

READY TO WORK BUSINESS COLLABORATIVE

In 2016, we partnered with the Ready to Work Business Collaborative, a nonpartisan, business-led organization that brings together employers and the long-term unemployed, the underemployed, people with disabilities, veterans, and youth who are neither in school nor working. This initiative evolved out of a 2014 White House Call to Action, in which 350 employers committed to addressing

the issue of long-term unemployment. This collaboration connects employers with colleges and universities, and state or local employment programs that help the unemployed get trained and find jobs. These members work together to create best practices for hiring — and advocate for policies that benefit — ready-to-work talent. Our expertise in staffing and skills in demand, combined with the success of our veteran outreach programs, has given Robert Half an opportunity to share our best practices

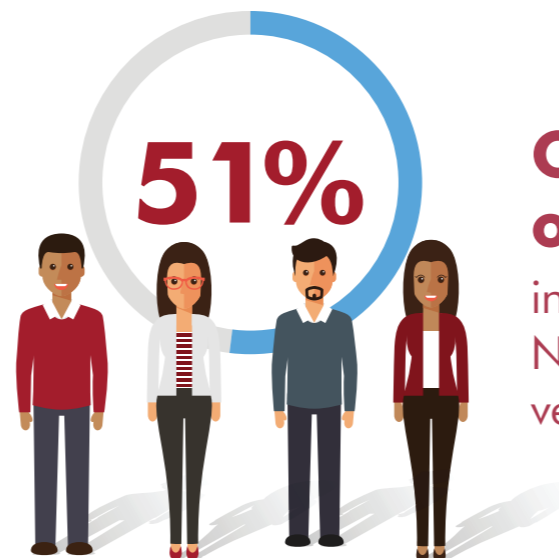
with this influential coalition. In addition to providing our expertise, we have also given this group financial support and plan to continue to work with it to help unemployed individuals find meaningful employment.



SUPPLIER DIVERSITY

To help us meet the needs of our clients and candidates, we rely on goods and services provided by a number of diverse suppliers. It's important to us — as a company focused on serving small and midsize businesses — that we provide vendors of all sizes the opportunity to compete for our business, which gives us access to the highest-quality products and services.

We work with diverse businesses whenever possible, including organizations that are at least ...



Owned by a member of a minority group, including African-Americans, Asian-Americans, Native-Americans, veterans and disabled veterans or women.

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EMPLOYEE PROGRAMS

Our award-winning supplier diversity program demonstrates our commitment to inclusive procurement practices that create long-term benefits for our communities. We focus not only on expanding our own pool of small and diverse suppliers, but also on encouraging our larger vendors to use small and diverse providers themselves.

This program, which exemplifies our “Ethics First” LEAD Principle, launched in 2004 in response to emerging client requests. We are proud of the program’s evolution over the past 13 years.

In 2015 and 2016:

18% of our U.S. expenditures went to diverse suppliers.

34% of our U.S. expenditures went to small businesses.

We’re proud of the recognition we’ve received for our Supplier Diversity program.

- Minority Business News USA (MBN USA) 2016 Champions of Supplier Diversity: Kathleen Trimble, Vice President of Supplier Diversity, and Shawn Batoy, Senior Director of Procurement
- Women’s Enterprise USA’s 2016 Top 100 Leaders in Supplier Diversity: Kathleen Trimble
- BEST OF THE BEST: Top Supplier Diversity Programs 2016
 - Hispanic Network Magazine
 - Professional Woman’s Magazine
 - U.S. Veterans Magazine
- Astra Women’s Business Alliance: Astra Done Deals award (2008 – 2016)
- Women’s Business Enterprise National Council: Top Corporation for Women’s Business Enterprises (2015 – 2016)

ABOUT ROBERT HALF

Founded in 1948, Robert Half is the world's first and largest specialized staffing firm. We believe working happy is the only way to work. We've made it our mission to help people find fulfilling jobs and companies build happy, productive teams.

Robert Half has appeared on Fortune® magazine's list of Most Admired Companies every year since 1998. We were named first in our industry in the most recent rankings (March 1, 2017).



Our Robert Half Corporate Services office in San Ramon, Calif.

Key facts:

- Robert Half, an Equal Opportunity Employer, is traded on the New York Stock Exchange (symbol: RHI) and is a member of the S&P 500.
- For 2016, Robert Half reported revenues of \$5.25 billion, versus \$7 million in 1986.
- Robert Half has staffing and consulting operations in more than 400 locations worldwide.
- As we have grown, Robert Half has kept its specialized approach. Our seven professional staffing service divisions include the following: Accountemps®, Robert Half® Finance & Accounting and Robert Half® Management Resources, for temporary, full-time and senior-level project professionals, respectively, in the fields of accounting and finance;

OfficeTeam®, for highly skilled office and administrative support professionals; Robert Half® Technology, for information technology professionals; Robert Half® Legal, for temporary, project and full-time staffing of attorneys, paralegals and legal support personnel; and The Creative Group®, for interactive, design, marketing, advertising and public relations professionals.

- Robert Half also is the parent company of Protiviti®, a global consulting firm that provides clients with solutions in finance, technology, operations, data, analytics, governance, risk and internal audit. Protiviti and its independently owned Member Firms serve clients through a network of more than 70 locations in over 20 countries.

Call us today at 1.855.900.8816
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